

# The effect of competency and job satisfaction on employee performance

Asma Nadia Ningsih<sup>1</sup>, Muhamad Gusmi Aldi<sup>2</sup>, Ricko Sugiantara<sup>3</sup>, Didit Haryadi<sup>4</sup>

<sup>1,2,3,4</sup>Prody Management, Department of Economics and Business, Primagraha University, Serang, Indonesia

---

**ARTICLE INFO****Article history:**

Received Dec 23, 2023

Revised Dec 23, 2023

Accepted Jan 2, 2024

---

**Keywords:**

Employee Performance;

Job Satisfaction;

Regression Analysis;

Work Discipline.

---

**ABSTRACT**

Human resources are an essential factor influencing success. In an organization, this is one of the most critical functions of a company. This study aims to determine the variables that affect employee performance and develop a theoretical basis and research model. This study used the associative descriptive quantitative method with a population of 36 respondents drawn into samples using non-probability sampling using saturated sampling / total sampling methods. Data analysis techniques using linear regression with the help of SPSS software version 26. The results of this study show that the first hypothesis of competence does not affect employee performance. Thus, the second hypothesis states that job satisfaction significantly influences employee performance. The third hypothesis is that employee performance is influenced by competence and job satisfaction, which can simultaneously improve employee performance. This research is expected to make theoretical contributions to the literature in this context, certainly in the context of human resource management.

*This is an open access article under the CC BY-NC license.*



---

**Corresponding Author:**

Asma Nadia Ningsih,

Prody Management,

Department of Economics and Business,

Primagraha University,

Komplek Griya Gemilang Sakti, Jl. Trip Jamaksari No. 1A Kaligandu, Serang, Banten 42111, Indonesia

Email: asmanadia580@gmail.com

---

**1. Introduction**

Human resources have a meaningful role in an agency. The existence of human resources and all the components in them makes the basis for the life of an institution. Human resource contribution can be expressed in all abilities and expertise, both driven and connected through mind, energy, creativity, and innovation. Optimal performance results from the extra role of human resources themselves, which are valuable assets that can support sustainability in achieving the vision and mission. In this case, the continuity of the extra role of employees needs to be given training and direction so that they can contribute to the target. Quality human resources will be produced if human resource management is done well and can shape employee performance better so that it can have a positive impact on the effectiveness of interpretation within the company as a whole (Al Amin et al., 2023; Alfarizi et al., 2022; Anshori et al., 2022). Human Resource Management can be interpreted as science applied in the management of Human Resources and is one of the main elements of the organization to achieve the goals that have been set. The success or failure of an organization in realizing its goals depends mainly on the human resources owned by the company (Gunawan et al. 2022; Haryadi. D, 2022; Haryadi. D et al., 2021). Human resources play a significant role in organizations' achieving competitive advantage. The development of technology and environmental changes make human resources a critical factor in determining the ability of organizations or companies in global competition (Haryadi. D et al., 2022; Haryadi. D & Wahyudi, 2020; Karsikah et al., 2023).

In a company, there are often fluctuations in the performance of its employees. Several factors cause a decrease and increase in an employee's performance in the company, one of which is motivation. To improve employee performance, encouragement, and motivation triggers are needed for company employees

by specific actions from the company. Company resources are precious capital for a company because humans carry out all operational activities/activities of the company. Even though companies have many machines to support their operational activities, the role of HR is not underestimated because to run all existing devices, companies need human resources (Ahlstedt et al., 2023; Collie, 2023). The rapid development of science and technology today greatly influences business progress. Advancing the business venture requires proper management. The company takes various ways to survive and develop its operations. Intense competition requires companies to increase competitiveness to maintain survival (Haryadi et al., 2021; Mulyadi et al., 2023).

Performance is defined as what employees do or don't do. Employee performance influences how much they contribute to the organization (Mukhlisin et al., 2023; Mulyadi et al., 2023; Oktaviani et al., 2023). Performance is the result of work that a person or group of people can achieve in a company under their respective authorities and responsibilities to achieve organizational goals officially, does not violate the law, and does not conflict with morals and ethics (Perry et al., 2023; Purnamasari et al., 2023; Princess et al., 2023). Performance (work performance) is the result of work in quality and quantity achieved by an employee in carrying out his duties under the responsibilities given to him (Rahmatullah et al., 2022; Riyanto et al., 2022; Salahudin et al., 2023; Setiadi et al., 2023). Performance is the implementation of the plan that has been prepared. Human resources implement performance with the ability, competence, motivation, and interests. How organizations value and treat their human resources will affect their attitudes and behaviors in performing (Tajudin et al., 2023; Tania et al., 2021; Wahyudi et al., 2023).

Employee competence and enthusiasm are other aspects that influence employee abilities. Opinion (Natalia & Netra, 2020) Enthusiasm can support a person to prove a unique attitude. That way, it takes tremendous enthusiasm from each employee who is assigned to a regime institution or activity base; with the presence of encouragement and great enthusiasm, each employee will try to do better and want to devote all his abilities automatically will affect his performance (Mulia & Saputra, 2020). The central role of motivation is to be customized, as the agenda is meant to address the needs and requirements of the employees (Meijerink et al., 2021). Inspiration inspires creative performance and shows workers how much the organization cares (Putri & Frianto, 2019). The most potent effect of motivation is better results or performance. Therefore, if employee motivation can be improved, efficiency is bound to occur, and there is no decrease in alignment (Putri & Frianto, 2019). Therefore, employee motivation promotes workplace harmony, and employee performance thus improves. Motivated workers will retain staff and company loyalty, breeding business growth and progress (Fauzi & Anam, 2019).

Apart from job satisfaction, the determinant that can improve employee performance is job satisfaction. The higher the job satisfaction employees feel, the higher the employee performance (Haryadi et al., 2021). Job satisfaction is a statement of positive feelings workers express about their work based on the results of evaluating its characteristics (Pudjiastuti & Sijabat, 2022). Everyone has a different level of satisfaction according to the value system that applies to him; in other words, satisfaction is an evaluation that describes a person's feelings of pleasure or displeasure, satisfaction, or dissatisfaction at work (Mansyur et al., 2022). Job satisfaction must be created because it can increase employee morale, dedication, and love for their work and strengthen employee discipline in the workplace (Haryadi & Wahyudi, 2020). Job satisfaction is an attitude (action-cognition), feeling of pleasure (expression-affection), or gap (gab) between what has been obtained and what is expected (Cheng et al., 2022; Wan & Duffy, 2022). Job satisfaction results from the employee's experience with his values, such as what is desired and expected from his job. This view can be simplified as job satisfaction is an individual's attitude and feedback on their work (Farmaki et al., 2022; Li et al., 2022). Job satisfaction results from employees' perception of how much their job can provide such an emotional state (Azima & Mundler, 2022; Luque-Reca et al., 2022).

Pontang District is an SKPD that can always make performance changes in carrying out its mandate by implementing a strategic plan that contains the vision, mission, programs, and activities in line with the position of the Serang Regency RPJM for 2016-2021. So, as a local area organization. Article 21 of Government Regulation Number 19 of 2008 stipulates that the function of the sub-district is to promote the implementation of village/kelurahan government as referred to in Article 15 (1) (f), including population supervision. Evaluation of the implementation of village/kelurahan officials at the sub-district level and village/kelurahan government at the sub-district level. Employee performance problems encountered in Pontan District, Serang Regency are as follows: Many employees still cannot complete their work on time and quickly, and many employees are not disciplined. This study aims to determine the factors that can

improve employee performance. This research is expected to contribute theoretically to the literature in the context of human resources.

## 2. Research Method

In this study, the method used by the author is descriptive quantitative research with a causal approach. The causal approach research type process is an analysis that will look for an overview of the relationship, influence, impact, and causal effect of various concepts or factors that, in some ways, are designed in management science (Ferdinand, 2014). The population in this study was employees of Pontang District, Serang Regency, totaling 36 respondents. The sample in this study was 36 respondents from the Pontang Subdistrict, Serang Regency. The sampling technique that was carried out was saturated/total sampling, meaning that the entire population was drawn as a sample. The data collection technique used in this study used a questionnaire with a Likert scale of 1-5 using the Likert scale method, namely strongly disagree, disagree, hesitate, agree, and strongly agree. Based on the research sample, 36 questionnaires were obtained from respondents. The data analysis technique in this study is a descriptive analysis using the SPSS assistance program version 26, then to determine the influence between variables using inferential analysis with the SPSS assistance program version 26 through multiple linear regression analysis with validity tests, reliability calculations, then classical assumption tests which include normality and multicollinearity of data. The t-test and f-test are used to determine the effect of variables by looking at t-statistical values and significance. In this study, the author formulated research hypotheses, including H1: There is a significant influence of competence on employee performance, H2: There is a substantial effect of job satisfaction on employee performance, and H3: There is a considerable influence of competence and job satisfaction simultaneously on employee performance.

## 3. Results And Discussions

Before testing assumptions, it is necessary to test validity to show how positive an instrument is or how to measure something designed. Competency is estimated using seven statements, job satisfaction is measured using seven accounts, and employee performance using seven ideas. This study tried to test validity by looking at the validity number of the correlation value of the correction. Furthermore, the results of the validity test calculation and the results of reliability calculations for each variable can be seen in Table 1, validity and reliability below.

**Table 1.** Validity and reliability test

Item Statement	Validity Convergen t	r-table	Decision	Reliability Convergent
Competence				
C_1	0.802	0.329	Valid	0.837
C_2	0.562	0.329	Valid	
C_3	0.532	0.329	Valid	
C_4	0.397	0.329	Valid	
C_5	0.620	0.329	Valid	
C_6	0.831	0.329	Valid	
C_7	0.802	0.329	Valid	
Job Satisfaction				
JS_1	0.771	0.329	Valid	0.842
JS_2	0.543	0.329	Valid	
JS_3	0.589	0.329	Valid	
JS_4	0.342	0.329	Valid	
JS_5	0.645	0.329	Valid	
JS_6	0.849	0.329	Valid	
JS_7	0.771	0.329	Valid	
Employee Performance				
EP_1	0.684	0.329	Valid	0.756
EP_2	0.606	0.329	Valid	
EP_3	0.464	0.329	Valid	
EP_4	0.391	0.329	Valid	
EP_5	0.377	0.329	Valid	
EP_6	0.446	0.329	Valid	
EP_7	0.360	0.329	Valid	

Table 1 shows that all statement indicator variables for each variable on each indicator have an r-count value of  $> 0.329$ , which automatically satisfies the data validity standard. The needle is considered accurate if each r-calculate point of validity value  $r$  is  $> 0.329$ . Not only look at the validity of the reliability value as well, which must be greater than 0.60. The average alpha value lies above 0.60. The following are the results of the classic assumption test from normality data that are proven to be normally distributed data, as seen in table 2 below.

**Table 2. One-sample kolmogorov-smirnov test**

One-Sample Kolmogorov-Smirnov Test		Unstandardized Residual
N		36
Normal Parameters <sup>b</sup>	Mean	.0000000
	Std. Deviation	.72678022
Most Extreme Differences	Absolute	.220
	Positive	.220
	Negative	-.139
Test Statistic		.220
Asymp. Sig. (2-tailed)		.063 <sup>c</sup>

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

Table 2 shows the magnitude of the Kolmogorov-Smirnov normality and obtained Asymp values. Sig. (2-tailed) A value of 0.063 indicates residual data that has a significance value greater than 0.05. The following results of the multicollinearity examination can be seen in Table 3 below.

**Table 3. Multiklonieritas test**

Model	Tableicients <sup>a</sup>	Collinearity Statistics	
		Tolerance	VIF
1	Competence	.997	1.003
	Job Satisfaction	.997	1.003

a. Dependent Variable: Employee Performance

Based on the results of the multicollinearity test in Table 3. It can be known that the value of the Variance Inflation Factor (VIF) is 1.003, and the Tolerance value is 0.997. The result of the multicollinearity test decision is that if the tolerance value ( $0.997 > 0.10$ ) and VIF ( $1.003 < 10$ ), it can be concluded that there is no multicollinearity between independent variables in this research model. The following multiple linear regression analysis can be seen in Table 4 below.

**Table 4. Regresregressionr test**

Model	Coefficients a			t	Sig.	
	Unstandardized Coefficients		Standardized Coefficients			
	B	Std. Error	Beta			
(Constant)	2.456	1.421		1.729	.093	
1	Competence	.011	.043	.008	.264	.793
	Job Satisfaction	.894	.027	.986	32.970	.000

a. Dependent Variable: Employee Performance

The positive constant 2,456 means that if the value of competence and job satisfaction equals zero, then the level or magnitude of employee performance is 2,456. The regression coefficient of the competency variable has a positive value of -0.011, which means that if the value of the competency variable increases one hundred %, then employee performance increases by 0.011 times. The value of the regression coefficient of the job satisfaction variable is positive by 0.894. This explains that if the value of job satisfaction increases by one hundred percent, then the employee performance variable increases by 0.894 times. The following analysis results in hypothesis testing are presented in Table 5 below.

**Table 5.** Hipotesis test

Variable	T-value	P-values	Result
C → EP	.264	0.793	Rejected
JS → EP	32.970	0.000	Accepted
C & JS → EP	19.030	0.000	Accepted

*Source: Results of research data processing 2023*

The findings in the hypothesis that the author proposes in table 5, show that statistically competency does not have a significant influence on employee performance. This means that the competencies possessed by employees are appropriate. Employee competence and enthusiasm are other aspects that influence employee abilities. Opinion (Natalia & Netra, 2020) Enthusiasm can support a person to prove a unique attitude. That way, it takes tremendous enthusiasm from each employee who is assigned to a regime institution or activity base; automatically, with the presence of encouragement and great enthusiasm, each employee will try to do better and want to devote all his abilities automatically will affect his performance (Mulia & Saputra, 2020). The central role of motivation is to be customized, as the agenda is meant to address the needs and requirements of the employees (Meijerink et al., 2021).

The second finding shows this finding as a hypothesis proposed in acceptance: The variable job satisfaction statistically indicates a significant influence on employee performance. The higher the job satisfaction employees feel, the higher the employee performance (Haryadi et al., 2021). Job satisfaction is a statement of positive feelings workers express about their work based on the results of evaluating its characteristics (Pudjiastuti & Sijabat, 2022). Everyone has a different level of satisfaction according to the value system that applies to him; in other words, satisfaction is an evaluation that describes a person's feelings of pleasure or displeasure, satisfaction, or dissatisfaction at work (Mansyur et al., 2022). Job satisfaction must be created because it can.

The third finding in this study statistically shows that the variables of competence and job satisfaction significantly influence employee performance. The central role of motivation is to be customized, as the agenda is meant to address the needs and requirements of the employees (Meijerink et al., 2021). Inspiration inspires creative performance and shows workers how much the organization cares (Putri & Frianto, 2019). The most potent effect of motivation is better results or performance. Therefore, if employee motivation can be improved, efficiency is bound to occur, and there is no decrease in alignment (Putri & Frianto, 2019). Therefore, employee motivation promotes workplace harmony, and employee performance thus improves. Motivated workers will retain staff and company loyalty, breeding business growth and progress (Fauzi & Anam, 2019). Job satisfaction must be created because it can increase employee morale, dedication, and love for their work and strengthen employee discipline in the workplace (Haryadi & Wahyudi, 2020). Job satisfaction is an attitude (action-cognition), feeling of pleasure (expression-affection), or gap (gab) between what has been obtained and what is expected (Cheng et al., 2022; Wan & Duffy, 2022). Job satisfaction results from the employee's experience with his values, such as what is desired and expected from his job. This view can be simplified as job satisfaction is an individual's attitude and feedback on their work (Farmaki et al., 2022; Li et al., 2022). Job satisfaction results from employees' perception of how much their job can provide such an emotional state (Azima & Mundler, 2022; Luque-Reca et al., 2022).

#### 4. Conclusion

Based on the descriptions of the results of the research and discussion in the previous chapter, researchers can conclude that this study tries to analyze variables related to the effect of competence and job satisfaction on employee performance. Conclusions can be drawn from the research results obtained from data processing calculations using SPSS version 26. The first hypothesis is that competence does not affect employee performance. This agency has influenced employee performance. The second hypothesis is that job satisfaction explicitly affects employee performance. This means that the higher employee job satisfaction in an agency, the higher the agency's interpretation. The third hypothesis is that competence and job satisfaction significantly influence employee performance. For future research, researchers are expected to add research variables to get results, which are factors that trigger employee performance. This research is expected to make theoretical contributions to the literature in this context, including in the context of human resource management.

### ACKNOWLEDGEMENTS

The author would like to express my deepest gratitude for the expression and dedication of the entire team. The Journal of Managed Science (JMAS) has reviewed the article and published the author's paper. In addition, the author would also like to thank all peer reviewers who have collaborated with and supported the preparation of this article so that it can be successful and published in the Journal of Management Science (JMAS).

### References

- Ahlstedt, C., Moberg, L., Brulin, E., & Nyberg, A. (2023). Do illegitimate tasks matter for registered nurses' work motivation? A cross-sectional study based on a nationally representative sample of Swedish nurses. *International Journal of Nursing Studies Advances*, 5, 100159. <https://doi.org/10.1016/j.ijnsa.2023.100159>
- Al Amin, R., Prahian, W., Ramdanyah, A. D., & Haryadi, D. (2023). Employee performance under organizational culture and transformational leadership: A mediated model. *Jurnal Mantik*, 7(2), 2685–4236.
- Alfarizi, A. W., Haryadi, D., & Syaechurodji. (2022). Mediating Job Satisfaction in Improving Employee Performance with The Role Of Empowerment And Work Discipline. *Jurnal Mantik*, 6(2), 1892–1902. Retrieved from [www.iocscience.org/ejournal/index.php/mantik/index](http://www.iocscience.org/ejournal/index.php/mantik/index)
- Anshori, A. S., Moh. Mukhsin, Suhendra, I., & Haryadi, D. (2022). Accuracy of Compensation and Competency Improvement in Improving Performance, Knowledge Sharingas An Intervening Variable. *Enrichment: Journal of Management*, 12(3), 2201–2209.
- Azima, S., & Mundler, P. (2022). Does direct farm marketing fulfill its promises? Analyzing job satisfaction among direct-market farmers in Canada. *Agriculture and Human Values*, 39(2), 791–807. <https://doi.org/10.1007/s10460-021-10289-9>
- Cheng, K., Cao, X., Guo, L., & Xia, Q. (2022). Work connectivity behavior after-hours and job satisfaction: examining the moderating effects of psychological entitlement and perceived organizational support. *Personnel Review*, 51(9), 2277–2293. <https://doi.org/10.1108/PR-06-2020-0413>
- Collie, R. J. (2023). Teachers' work motivation: Examining perceived leadership practices and salient outcomes. *Teaching and Teacher Education*, 135, 104348. <https://doi.org/10.1016/j.tate.2023.104348>
- Farmaki, A., Pappas, N., Kvasova, O., & Stergiou, D. P. (2022). Hotel CSR and job satisfaction: A chaordic perspective. *Tourism Management*, 91, 104526. <https://doi.org/10.1016/j.tourman.2022.104526>
- Fauzi, M., & Anam, K. (2019). Pengaruh Pelatihan Dan Pengembangan Sumber Daya Manusia Dalam Rangka Meningkatkan Motivasi Kerja Dan Kinerja Pegawai Di Kementerian Agama Kabupaten Kendal. *Jurnal Ekonomika Dan Bisnis*, 6(2), 34–42.
- Ferdinand, A. (2014). *Metode Penelitian Manajemen Pedoman Penelitian Untuk Penulisan Skripsi, Tesis dan Disertasi Ilmu Manajemen* (Kelima). Semarang: Badan Penerbit Universitas Diponegoro.
- Gunawan, R., Haerofiatna, & Haryadi, D. (2022). The effect of extrinsic motivation, interpersonal trust, and organizational commitment in improving employee performance. *Enrichment: Journal of Management*, 12(5), 3670–3677. Retrieved from [www.enrichment.iocspublisher.org](http://www.enrichment.iocspublisher.org)
- Haryadi, Didit; (2022). Meningkatkan Employee Performance Dengan Extrinsic Motivation Dan Interpersonal Trust Melalui Organizational Commitment. *ECo-Buss*, 4(3), 660–675.
- Haryadi, Didit, Prahian, W., Nupus, H., & Wahyudi. (2021a). Transformational Leadership, Training, Employee Performance Mediasi Organizational Citizenship Behavior, Job Satisfaction. *Ultima Manajemen Journal*, 13(2), 304–323.
- Haryadi, Didit, Prahian, W., Nupus, H., & Wahyudi, W. (2021b). Transformational Leadership, Training, Dan Employee Performance: Mediasi Organizational Citizenship Behavior Dan Job Satisfaction. *Ultima Management : Jurnal Ilmu Manajemen*, 13(2), 304–323. <https://doi.org/10.31937/manajemen.v13i2.2311>
- Haryadi, Didit, Setiawati, E. T., & Juhandi. (2022). The Role Of Organizational Culture On Improving Employee Performance Through Work Discipline. *Jurnal Mantik*, 6(1), 686–698.
- Haryadi, Didit, & Wahyudi. (2020a). Pengaruh Budaya Organisasi Terhadap Kinerja Karyawan Melalui Kepuasan Kerja Sebagai Variabel Intervening. *GEMILANG: Jurnal Manajemen Dan Strategi Bisnis*, 1(1), 15–21.
- Haryadi, Didit, & Wahyudi, W. (2020b). Pengaruh Budaya Organisasi Terhadap Kinerja Karyawan Melalui Kepuasan Kerja Sebagai Variabel Intervening. *GEMILANG: Jurnal Manajemen Dan Strategi Bisnis*, 1(1), 15–21.
- Karsikah, Roni Kambara, Ramdanyah, A. D., & Haryadi, D. (2023). Determinants of Job Satisfaction : Internal Communication Relationships in Improving Employee Performance. *Enrichment: Journal of Management*, 12(6), 4692–4697.
- Li, J., Yang, F., Qi, J., Sun, R., & Geng, R. (2022). The influence of job satisfaction on entrepreneurial intention: A cross-level investigation. *International Small Business Journal: Researching Entrepreneurship*, 40(3), 385–402. <https://doi.org/10.1177/02662426211018831>
- Luque-Reca, O., García-Martínez, I., Pulido-Martos, M., Lorenzo Burguera, J., & Augusto-Landa, J. M. (2022). Teachers' life satisfaction: A structural equation model analyzing the role of trait emotion regulation, intrinsic job satisfaction and affect. *Teaching and Teacher Education*, 113, 103668. <https://doi.org/10.1016/j.tate.2022.103668>
- Mansyur, A., Arfah, A., & Semmaila, B. (2022). Relationship Between Transformational Leadership Style and Job

- Satisfaction on Employee Performance. *Point of View Research Management*, 3(2), 108–120.
- Meijerink, J. G., Beijer, S. E., & Bos-Nehles, A. C. (2021). A meta-analysis of mediating mechanisms between employee reports of human resource management and employee performance: different pathways for descriptive and evaluative reports? *International Journal of Human Resource Management*, 32(2), 394–442. <https://doi.org/10.1080/09585192.2020.1810737>
- Mukhlisin, Syaechurodji, & Haryadi, D. (2023). Leadership and organizational culture towards optimizing employee performance at SMK Negeri 4 Cilegon City. *International Journal of Applied Finance and Business Studies*, 11(2), 262–269.
- Mulia, R. A., & Saputra, N. (2020). Pengaruh Kompetensi Lingkungan Kerja dan Motivasi Berprestasi Terhadap Kinerja Pegawai Negeri Sipil Sekretariat Daerah Kota Padang. *Jiee*, 1(1), 51.
- Mulyadi, A., Prahawan, W., Pancasasti, R., & Haryadi, D. (2023). Predicting employee performance through extrinsic motivation : A conceptual model and empirical validation. *Enrichment: Journal of Management*, 12(6).
- Natalia, N. K. S. S., & Netra, I. G. S. K. (2020). Pengaruh Motivasi Kerja Dalam Memediasi Pengaruh Pengembangan Karir Terhadap Kinerja. *E-Jurnal Manajemen Universitas Udayana*, 9(4), 1507. <https://doi.org/10.24843/ejmunud.2020.v09.i04.p14>
- Oktaviani, F., Syaechurodji, S., Alfarizi, A. W., & Haryadi, D. (2023). Empirical Study Dalam Meningkatkan Semangat Kerja Karyawan PT Eds Manufacturing Indonesia Balaraja-Tangerang. *Jurnal Manajemen Dan Bisnis*, 5(01), 86–97. <https://doi.org/10.47080/jmb.v5i01.2491>
- Perry, T., Syaechurodji, & Haryadi, D. (2023). Work motivation and work environment in improving employee performance at PT Telkom Witel Banten Persero. *International Journal of Applied Finance and Business Studies Journal*, 11(2), 255–261.
- Pudjiastuti, S. B. D., & Sijabat, R. (2022). Analysis of the Effect of Compensation, Motivation, and Job Satisfaction on Employee Performance: Case Study at Customer Interaction Division of PT XYZ. *Budapest International Research and ...*, (2014), 4130–4143.
- Purnamasari, W. R., Roni Kambara, & Haryadi, D. (2023). Aspects of Improving Employee Performance. *Enrichment: Journal of Management*, 12(6), 4685–4692.
- Putri, M. P., Prahawan, W., Ramdanyah, A. D., & Haryadi, D. (2023). Relevance of organizational commitment as a mediator of its contribution to employee performance at the Merak-Banten marine transportation service company. *Enrichment: Journal of Management*, 12(6), 5213-5223.
- Putri, W. A., & Frianto, A. (2019). Pengaruh Pengembangan Karier Terhadap Motivasi dan Dampaknya Terhadap Kinerja Karyawan (Studi Kasus di PT. Barata Indonesia (Persero) Gresik). *Jurnal Ilmu Manajemen*, 7(2), 1–10.
- Rahmatullah, A., David Ramdanyah, A., Kambara, R., & Haryadi, D. (2022). Improving Organizational Performance With Organizational Culture and Transformational Leadership Through Intervening Organizational Commitment Variables. *Dinasti International Journal of Digital Business Management*, 3(2), 180–194. <https://doi.org/10.31933/dijdbm.v3i2.1118>
- Riyanto, S., Damarwulan, L. M., & Haryadi, D. (2022). Moderation : work culture to improve employee performance with a non-physical work environment. *Jurnal Mantik*, 6(3), 3737–3743.
- Salahudin, A., Chaidir, J., & Haryadi, D. (2023). Training, Leadership Style, and Work Environment on Employee Performance: the Role of Work Motivation. *International Journal of Applied Finance and Business Studies*, 13(2), 198–216. <https://doi.org/10.12928/fokus.v13i2.8889>
- Setiadi, M. T., Sof'i, I., Wahyudi, & Haryadi, D. (2023). Dynamic capability of servant leadership as a triggering factor for organizational commitment and employee performance. *International Journal of Applied Finance and Business Studies*, 11(2), 246–254.
- Tajudin, Syaechurodji, Alfarizi, A. W., & Haryadi, D. (2023). Competence as a determinant of employee performance, work motivation, and career development as triggers. *Jurnal Mantik*, 7(2), 2685–4236.
- Tania, T., Haryadi, D., Mirza, W. W., & Khairusy, A. M. (2021). Improving employee performance with structural empowerment and transformational leadership through job satisfaction, organizational citizenship behavior, and interpersonal trust (study at PT . BPRS Cilegon Mandiri). *American Journal of Humanities and Social Sciences Research (AJHSSR)*, 5(11), 91–102.
- Wahyudi, W., Kurniasih, D., Haryadi, D., & Haquei, F. (2023). Strategy To Improve Employee Performance. *Enrichment: Journal of Management*, 12(5). <https://doi.org/10.2139/ssrn.4308837>
- Wan, W., & Duffy, R. D. (2022). Decent Work and Turnover Intention Among New Generation Employees: The Mediating Role of Job Satisfaction and the Moderating Role of Job Autonomy. *SAGE Open*, 12(2), 215824402210945. <https://doi.org/10.1177/21582440221094591>