International Journal of Economics, Management and Accounting

ISSN: 2988-7615 | 2023(4)
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Research Article

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The Influence of Job Satisfaction on Employee Performance with Competency as A Mediation Variable at BPJS Ketenagakerjaan Branch Medan Raya

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Received: Sept 5, 2023; **Accepted:** Sept 10, 2023; **Online:** Sept 20, 2023. | DOI: https://doi.org/10.47353/ijema.v1i4.55

Abstract: *This research is to look at the influence of Job Satisfaction on Employee Performance and Job Satisfaction on Competence and see whether competence indirectly influences Job Satisfaction and Employee Performance. This research method is to determine research results. The type of research used was associative quantitative, where the research was carried out at BPJS Employment throughout Medan Raya, the population used was 130 employees and was reduced to a sample using the Slovin technique to obtain a sample of 96 employees, the data collection techniques used were questionnaires and surveys. The results of this research are Based on the results of research that has been carried out and data analysis as explained in the previous chapter, The following conclusions from the research results are presented as follows: Job Satisfaction has a positive and significant effect on Employee Performance. This can be proven by the Path Coefficients table, the Original Sample value is 0.372 and the p value is 0.000 < 0.05. Job Satisfaction has a positive and significant effect on Competency. This can be proven by the Path Coefficients table, the Original Sample value is 0.865 and the p value is 0.000 < 0.05. Competence has a positive and significant effect on employee performance. This can be proven by the Path Coefficients table, the Original Sample value is 0.559 and the p value is 0.000 < 0.05.*

Keywords: *job satisfaction, competence, employee performance.*

Introduction

HR Managementis the development of human resources which functions to carry out human resource planning, implementation, recruitment, training, employee or employee career development as well as carrying out initiatives for the organizational development of an organization or company. Basically, there is no company that does not need HR management or the cool term Human Resources (HR). The Human Resources section is responsible for taking care of the company's various needs related to Human Resources (HR), including Human Resource Management (HRM) so that all activities or work run smoothly and more efficiently. In carrying out activities in an organization or company, competent human resources are needed in their respective fields. In carrying out activities in a company or organization, Human Resources (HR) management is also needed so that the activities to be carried out run well and achieve the desired targets.

Job satisfaction is an interesting problem in organizational/company management because it has a big influence on both employees and the organization/company. For employees, job satisfaction will create pleasant feelings at work. Meanwhile, for companies, job satisfaction is useful in increasing productivity, improving employee attitudes and behavior (Suwatno, 2011: 263). Job satisfaction is a reflection of workers' feelings towards their work. This can be seen in the positive attitude of workers towards the work they face and their environment. On the other hand, dissatisfied employees will have negative attitudes towards work in different forms. The existence of employee job dissatisfaction should be detected by the company. Job satisfaction is the result of employees' perceptions of the extent to which their work can provide such emotional states. According to Hani Handoko, job satisfaction is a pleasant or unpleasant emotional state with which employees view their work. Job satisfaction reflects a person's feelings towards

his job. This can be seen in the employee's positive attitude towards work and everything they face in their work environment. The personnel department or human resources management must constantly monitor job satisfaction, because this affects absenteeism levels, workforce turnover, work morale, complaints, and other vital personnel issues. Job satisfaction is the favorable or unfavorable emotional state with which employees view their work. Job satisfaction reflects a person's feelings towards his job. This can be seen in the employee's positive attitude towards work and everything they face in their work environment. The personnel department or human resources management must constantly monitor job satisfaction, because this affects absenteeism levels, workforce turnover, work morale, complaints, and other vital personnel issues. Job satisfaction is the favorable or unfavorable emotional state with which employees view their work. Job satisfaction reflects a person's feelings towards his job. This can be seen in the employee's positive attitude towards work and everything they face in their work environment. The personnel department or human resources management must constantly monitor job satisfaction, because this affects absenteeism levels, workforce turnover, work morale, complaints, and other vital personnel issues.

HR competencies are the skills required of a person as demonstrated by their ability to consistently provide an adequate or high level of performance in a specific job function. In addition, competence is something that a person shows in work every day. The focus is on workplace behavior, not personality traits or basic skills that exist outside the workplace or inside the workplace. Competence involves doing something, not just passive knowledge. An employee may be intelligent, but if they do not translate their intelligence into effective workplace behavior, intelligence is useless. Competency can be described as the ability to carry out one task, role or assignment, the ability to integrate knowledge, skills, Employee performance is an inseparable part of the scope of the organization or company, and all parties involved in the company.

Employee performance also plays an important role as a reference in assessing employee quality in order to maintain the productivity of all employees working in the company. If an employee's performance is considered good, then the employee is entitled to receive appreciation or other forms of reward from the company. Employee performance is the result of a person's work in quality and quality in accordance with standards that have been determined based on the responsibilities given. The company's reasons for conducting performance appraisals. Managers need an objective evaluation of employee performance in the past which is used to make decisions in the HR field in the future. Managers need tools that enable them to help employees improve performance, plan work, develop careers and strengthen the quality of relationships between managers and employees. Have the ability to describe employee performance. Have an understanding of scale formats and instruments. Motivated to carry out rating work consciously.

The usefulness of employee performance appraisal is seen from various perspectives of company development, namely: (1) Making it easier for management to make objective and rational agreements with employees (2) Providing feedback from the parties involved to improve and increase employee performance (3) Making it easier to make related decisions providing wages or bonuses or other compensation for employee work performance. (4) Assist in carrying out promotions, placement decisions, transfers and demotions based on work performance. (5) Recommend training and development to improve employee performance (6) Feedback is used as a guide in employee career planning and development.

Literature Review

Job satisfaction

Afandi (2018). Job satisfaction is an employee's attitude towards work which is related to the work situation, cooperation between employees, rewards received at work, and matters relating to physical and

psychological factors Sutrisno (2019). Handoko (2017) defines job satisfaction as whether employees are happy with their work or not, this feeling can be seen from the employee's good behavior towards work and everything they experience in the work environment. So it can be concluded that the definition of job satisfaction is a positive attitude from workers including feelings and behavior towards their work through assessing one's work as a sense of appreciation in achieving one of the important work values, Afandi (2018).

Indicators of job satisfaction:

1. Work Does the content of the work someone does have satisfying elements
2. Wages The amount of payment a person receives as a result of carrying out work is in accordance with needs that are felt to be fair.
3. Promotion The possibility that someone can develop through promotion.
4. Supervisor Someone who always gives orders or instructions in carrying out work
5. Coworkers Colleagues who help each other in completing work.

Competence

According to Wibowo (2014), competency is the ability to carry out or carry out a job or task that is based on skills and knowledge and is supported by the work attitude required by the job. Thus, competency shows skills or knowledge that are characterized by professionalism in a particular field as the most important thing, as superior in that field. According to Boyatzis (2008) competence can be developed through training. Competence as a condition for fulfilling tasks (job demands), both in whole and in part, must be possessed by an employee in carrying out his duties. If it is not enough, this competency can be developed through training or other capacity development methods. (Subari Subari and Hanes Riady, 2015).

Competency Indicators

According to Wibowo (2014):

1. Motive,
2. Characteristic,
3. Draft,
4. Knowledge
5. Skills.

Employee performance

A company can be said to be successful if the performance of human resources tries to improve employee performance to achieve the company's stated goals. According to Sandy (2015), performance is an achievement that has been achieved by employees in carrying out the work they have been given. Meanwhile, according to Sutrisno (2016) performance or work achievement is the result of work that has been achieved by a person based on their work behavior in carrying out work activities. Robbins (2016) defines performance as a result achieved by employees in their work according to certain criteria that apply to a job. According to Robbins (2016) performance indicators are a tool for measuring the extent of employee performance achievements.

Employee performance indicators are:

1. Work quality;

2. Quantity;
3. Punctuality;
4. Effectiveness;
5. Independence.

Methods

This type of research can be classified as casual associative quantitative research. According to Sugiyono (2013) quantitative research is used to examine populations or samples, sampling techniques are generally carried out randomly, data collection uses research instruments, quantitative or statistical data analysis with the aim of testing predetermined hypotheses. The location of the research was carried out at the BPJS Employment Office, Medan Raya Branch.

According to Sugiyono (2013), population is a generalized area consisting of objects or subjects that have certain qualities and characteristics that are determined by researchers to be studied and then conclusions drawn." Based on research, the target population was 130 employees by drawing samples using the Slovin technique. Because the population is 130 employeesthen the researcher took samples using the Slovin formula with the following formula:

n= N/ (1+ (N x e2))
Sample = 130 / (1 + (130 x 0.052))
Sample = 130 / (1 + (130 x 0.0025))
Sample = 130 / (1 + 0.325)
Sample = 130 / 1,325
Sample = 98

According to Sugiyono (2013) in quantitative research, data is obtained from various sources using various data collection techniques and is carried out continuously until the data is saturated. The source of data obtained by the author uses one primary data source.

This analysis is used involving two or more independent variables, namely the dependent variable (Y) and independent variables (X, Z and Y). In this research, Path Analysis is used to prove the extent of the influence of Job Satisfaction on Employee Performance through Organizational Commitment. The regression equation is:

Z= a + b1X + e
Y=a + b2X + b3Z + e
Where:
Y = Employee Performance
Z = Competency
X = Job Satisfaction
b1 = Job Satisfaction coefficient
b2 = Competency coefficient
a = constant

The data analysis technique used in this research is a quantitative data analysis method. Data analysis in this research used Structural Equation Modeling (SEM) based on Partial Least Square (PLS) using SmartPLS 3.3.3 software. PLS is a method for solving Structural Equation Modeling (SEM) which has advantages compared to other SEM techniques.

According to Gozali (2014), Partial Least Square (PLS) is a fairly strong analytical method because it is not based on many assumptions. The data also does not have to have a multivariate normal distribution (indicators with categorical, ordinal, interval to ratio scales can be used in the same model) , the sample does not have to be large. Partial Least Square (PLS) can not only confirm the theory, but also explain whether or not there is a relationship between latent variables. In prediction-based research,

Measurement Model (Outer Model)

The procedure for testing the measurement model consists of a validity test and a reliability test.

1. Validity Test

The validity test is used to assess whether a questionnaire is valid or not. A questionnaire is said to be valid if the questionnaire questions are able to reveal something that is measured by the questionnaire. Validity testing is applied to all question items for each variable. There are several stages of testing that will be carried out, namely through convergent validity and discriminant validity tests.

a. Convergent Validity

At this stage, we will see how big the correlation is between the indicator and its latent construct. So that it produces a loading factor value. The loading factor value is said to be high if the component or indicator correlates more than 0.70 with the construct to be measured. However, for research in the early stages of development, a loading factor of 0.5 to 0.6 is considered sufficient (Ghozali, 2014). Apart from that, at this stage we see how much value each variable has. So it produces an AVE (Average Variance Extracted) value. The AVE value is said to be high if it has a value of more than 0.5. If there is an AVE value of less than 0.5, then there is still an invalid indicator. (Ghozali, 2012).

b. Discriminant Validity

This validity test explains whether two variables are different enough from each other. The discriminant validity test can be fulfilled if the correlation value of the variable to the variable itself is greater than the correlation value of all other variables. This value is called Fornell Lacker. Apart from that, another way to fulfill the discriminant validity test can be seen in the cross loading value (how big the correlation value is between the indicators that measure the variables). The cross loading value is acceptable if the cross loading value of each variable statement item to the variable itself is greater than the correlation value of the statement item to other variables (Ghozali, 2012).

2. Reliability Test

In general, reliability is defined as a series of tests to assess the reliability of statement items. Reliability testing is used to measure the consistency of measuring instruments in measuring a concept or measure the consistency of respondents in answering statement items in questionnaires or research instruments. To measure the level of reliability of research variables in PLS, you can use the alpha coefficient value or Cronbach's alpha and composite reliability). Cronbach's alpha value is recommended to be greater than 0.7 and composite reliability is also recommended to be greater than 0.7. (Sekaran, 2014)

Structural Model (Inner Model)

This test was carried out to determine the relationship between exogenous and endogenous constructs which have been hypothesized in this research (Hair et al., 2017). To produce inner model test values, the steps in SmartPLS are carried out using the bootstrapping method. The structural model was evaluated

using R-square for the dependent variable, Stone-Geisser Q-square test for predictive elevation and t test as well as the significance of the structural path parameter coefficients with the following explanation:

1. Coefficient of Determination / R Square (R2)

In assessing the model with PLS, start by looking at the R-square for each dependent latent variable. The interpretation is the same as the interpretation of regression. Changes in the R-square value can be used to assess the influence of certain independent latent variables on the dependent latent variable whether they have a substantive influence (Ghozali, 2012). The R2 value is generally between 0 and 1.

2. Predictive Relevance (Q2)

This test is used to measure how well the observation values are produced by the model and also the estimated parameters. If the Q2 value is greater than 0, it indicates the model has predictive relevance, which means it has good observation value, whereas if the value is less than 0, it indicates the model does not have predictive relevance (Ghozali, 2014).

3. t-Statistics

At this stage it is used for hypothesis testing, namely to determine the significance of the relationship between variables in the research using the bootstrapping method. In the full model, Structural Equation Modeling, apart from confirming the theory, also explains whether or not there is a relationship between latent variables (Ghozali, 2012). The hypothesis is said to be accepted if the statistical t value is greater than the t table. According to (Latan and Ghozali, 2012) the t table value criteria is 1.96 with a significance level of 5%

4. Path Coefficient

This test is used to determine the direction of the relationship between variables (positive/negative). If the value is 0 to 1, then the direction of the relationship between variables is declared positive. Meanwhile, if the value is 0 to -1, then the direction of the relationship between the variables is declared negative.

5. Fit Model

This test is used to determine the level of suitability (fit) of the research model with the ideal model for this research, by looking at the NFI value in the program. If the value is closer to 1, the better (good fit).

Results and Discussion

Outer Model Analysis

Measurement model testing (outer model) is used to determine the specifications of the relationship between latent variables and manifest variables. This test includes convergent validity, discriminant validity and reliability.

1. Convergent Validity

Convergent validity of the measurement model with reflexive indicators can be seen from the correlation between the item/indicator scores and the construct scores. Individual indicators are considered reliable if they have a correlation value above 0.70. However, at the research scale development stage, loadings of 0.50 to 0.60 are still acceptable. Based on the results for outer loading, it shows that the indicator

has a loading below 0.60 and is not significant. The structural model in this research is shown in Figure 1 below:

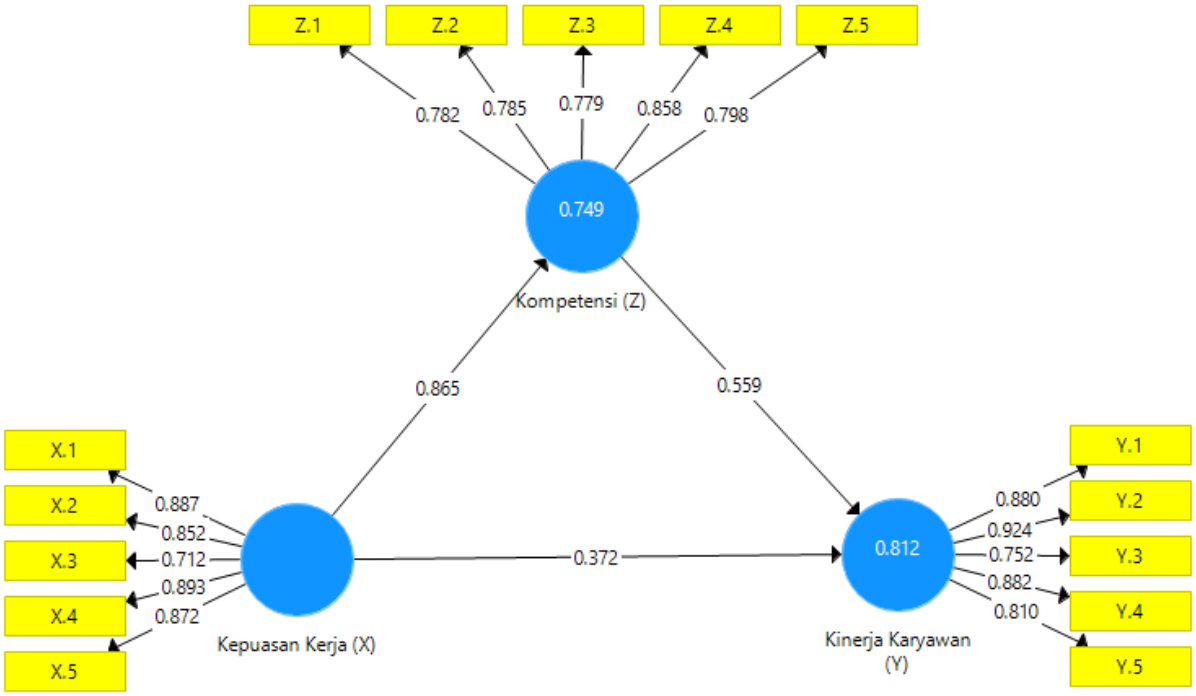

Figure 1. Outer Model
Source: Smart PLS 3.3.3

The Smart PLS output for loading factors gives the results in the following table:

Table 1. Outer Loadings

	Job Satisfaction (X)	Employee Performance (Y)	Competency (Z)
X.1	**0.887**		
X.2	**0.852**		
X.3	**0.712**		
X.4	**0.893**		
X.5	**0.872**		
Y.1		**0.880**	
Y.2		**0.924**	
Y.3		**0.752**	
Y.4		**0.882**	
Y.5		**0.810**	
Z.1			**0.782**
Z.2			**0.785**
Z.3			**0.779**
Z.4			**0.858**
Z.5			**0.798**

Source: Smart PLS 3.3.3

In figure 1 and table 1 above, all loading factor indicators have a value > 0.7, meaning that the indicator is a valid indicator because it is greater than 700 or 0.7.

2. Discriminate Validity

In this section, the results of the discriminant validity test will be described. The discriminant validity test uses cross loading values. An indicator is declared to meet discriminant validity if the cross loading value of the indicator on the variable is the largest compared to other variables. The following are the cross loading values for each indicator:

Table 2. Discriminant Validity

	Job Satisfaction (X)	Employee Performance (Y)	Competency (Z)
X.1	0.887	0.749	0.794
X.2	0.852	0.716	0.750
X.3	0.712	0.623	0.561
X.4	**0.893**	0.762	0.769
X.5	0.872	0.763	0.763
Y.1	0.801	0.880	0.820
Y.2	0.787	**0.924**	0.834
Y.3	0.544	0.752	0.554
Y.4	0.701	0.882	0.729
Y.5	0.769	0.810	0.769
Z.1	0.675	0.690	0.782
Z.2	0.770	0.652	0.785
Z.3	0.696	0.643	0.779
Z.4	0.666	0.798	**0.858**
Z.5	0.658	0.740	0.798

Source: Smart PLS 3.3.3

You can see in table 2 above that the indicators for the research variables have a cross loading value that is greater than the cross loading value for the other variables. The cross loading value for the Job Satisfaction variable is greater than the other variables. The cross loading value for the Employee Performance variable is greater. from other variables, the cross loading value for the Competency variable is greater than the other variables, which means the cross loading value is Discriminately valid.

3. Composite reliability

The next test is the composite reliability of the indicator block that measures the construct. A construct is said to be reliable if the composite reliability value is above 0.60. Then it can also be seen by looking at the reliability of the construct or latent variable which is measured by looking at the Cronbach's alpha value of the indicator block that measures the construct. A construct is declared reliable if the Cronbach's alpha value is above 0.7. The following describes the construct results for each variable, namely Job Satisfaction and Competence, Employee Performance with each variable and indicator. The following is a table of loading values for the research variable constructs resulting from running the Smart PLS program in the next table:

Table 3. Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Job Satisfaction (X)	**0.899**	**0.926**	**0.716**
Employee Performance (Y)	**0.905**	**0.929**	**0.725**
Competency (Z)	**0.860**	**0.899**	**0.641**

Source: Smart PLS 3.3.3

Based on table 3 above, it shows that the Average Variance Extracted (AVE) for each variable, namely Job Satisfaction and Competence and Employee Performance, has a construct > 0.50, meaning all constructs are reliable. Thus it can be stated that each variable has high discriminant validity.

Meanwhile, it can be seen in the table above that the composite reliability value for each variable shows a construct value > 0.60. These results show that each variable has met composite reliability so it can be concluded that all variables have a high level of reality. Furthermore, in the table above, Cronbach's alpha for each variable shows a construct value of > 0.70, thus this result shows that each research variable has met the requirements for Cronbach's alpha value, so it can be concluded that all variables have a high level of reliability. So you can It was concluded that the indicators used in this research had high discriminant validity in compiling their respective variables.

Inner Model Analysis

Evaluation of the structural model (inner model) is carried out to ensure that the structural model built is robust and accurate. The analysis stages carried out in the structural model evaluation are seen from several indicators, namely:

1. Coefficient of Determination (R2)

Based on data processing that has been carried out using the SmartPLS 3.0 program, the R Square value is obtained as follows:

Table 4. R Square Results

	R Square	Adjusted R Square
Employee Performance (Y)	0.812	0.808
Competency (Z)	0.749	0.746

Source: Smart PLS 3.3.3

Based on table 4 above, it shows that the R Square value for the Employee Performance variable is 0.812. These results explain that the percentage of employee performance is 81.2%. This means that the Job Satisfaction and Competency variables influence employee performance by 81.2% and the remaining 18.8% is influenced by other variables. Meanwhile, the R Square value for the Competency variable is 0.749. These results explain that the percentage of competency is 74.9%. This means that Job Satisfaction influences Competency by 74.7% and the remaining 25.1% is influenced by other variables.

2. Goodness of Fit (GoF) Assessment

The goodness of fit model test can be seen from the NFI value ≥ 0.697 which is declared fit. Based on data processing that has been carried out using the SmartPLS 3.3 program, the Model Fit values are obtained as follows:

Table 5. Model Fit

	Saturated Model	Estimation Model
SRMR	0.073	0.073
d_ULS	0.646	0.646
d_G	0.632	0.632
Chi-Square	300,892	300,892
NFI	0.779	0.779

Source: Smart PLS 3.3.3

The goodness of fit test results of the PLS model in table 5 below show that the NFI value of 0.848 means FIT. Thus, from these results it can be concluded that the model in this study has a high goodness of fit and is suitable for use to test research hypotheses.

3. Hypothesis Testing

After assessing the inner model, the next thing is to evaluate the relationship between latent constructs as hypothesized in this research. Hypothesis testing in this research was carried out by looking at T-Statistics and P-Values. The hypothesis is declared accepted if the T-Statistics value is > 1.96 and P-Values < 0.05. The following are the direct influence Path Coefficients results:

Table 6. Path Coefficients (Direct Influence)

	Original Sample (O)	T Statistics (| O/STDEV |)	P Values	Results
Job Satisfaction (X) -> Employee Performance (Y)	0.372	3,676	**0,000**	**Accepted**
Job Satisfaction (X) -> Competency (Z)	0.865	35,705	**0,000**	**Accepted**
Competency (Z) -> Employee Performance (Y)	0.559	5,527	**0,000**	**Accepted**

Source: Smart PLS 3.3.3

Based on table 6 above, it shows that of the three hypotheses that have a direct effect, all hypotheses are accepted, namely because the TStatistics value is > 1.96 and P-Values < 0.05, therefore the hypothesis can be accepted.

Table 7. Path Coefficients (Indirect Influence)

	Original Sample (O)	T Statistics (| O/STDEV |)	P Values	Results
Job Satisfaction (X) -> Competency (Z) -> Employee Performance (Y)	0.484	5,699	**0,000**	**Accepted**

Based on table 7 above, it shows that from the hypothesis that has an indirect effect, there is a hypothesis that is accepted, namely because the TStatistics value is > 1.96 and P-Values < 0.05, therefore the hypothesis can be accepted and based on the table above, the hypothesis is indirectly that H4 variable Z (Organizational Commitment) is able to become an intervening variable, which means that indirectly Organizational Commitment is an intervening variable in this research.

Closing

Conclusion

1. Job Satisfaction has a positive and significant effect on Employee Performance inBPJS Employment Office, Medan Raya Branch.
2. Job Satisfaction has a positive and significant effect on Competence inBPJS Employment Office, Medan Raya Branch.
3. Competency has a positive and significant effect on employee performanceBPJS Employment Office, Medan Raya Branch.
4. Competence is able to become an intervening variable and has an indirect positive and significant influence on employee job satisfaction and performanceBPJS Employment Office, Medan Raya Branch.

Suggestion

1. Organizations must maintain employee performance systematically to improve good results and create job satisfaction for employees.
2. You must look for employees who are competent so that you will cover some employees who are not yet competent and carry out regular training for employees who are not yet competent.
3. Employees must provide good performance to get high appreciation from the organization.

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