

Effect of Competencies and Incentives on Performance Through Job Satisfaction

Irna Anggriana Bahari, Akmal Umar and Darti Darti
Sekolah Tinggi Ilmu Ekonomi AMKOP Makassar, Indonesia
irnaamggriani@gmail.com, akamal.u@gmail.com, darti.darti@yahoo.com

Zakir Muhammad
Sekolah Tinggi Ilmu Ekonomi Panca Bakti, Palu, Indonesia
zakpalu@gmail.com

Andi Makkulawu Panyiwi Kessi
STIE Tri Dharma Nusantara, Makassar, Indonesia
makkulawu.pkessi@gmail.com

Anis Ribcalia Septiana
Universitas Sembilanbelas November Kolaka
niest86@gmail.com

Dina Chamidah
Department of Biology Education Faculty of Language and Science
Universitas Wijaya Kusuma Surabaya
dinachamidah_fbs@uwks.ac.id

Abstract

This study's population was 107 employees at the Bulukumba Regency Health Office, so the sampling technique used was a saturated sample. Data collection was carried out using a questionnaire which was distributed directly to all respondents. The analytical method used in this research is the path analysis technique with the help of SPSS software, and the Sobel test is carried out. The results of this study indicate that: (1) Competence has a positive and significant effect on employee job satisfaction. (2) Incentives have a positive and significant impact on employee job satisfaction. (3) Competence has a positive and significant impact on employee performance. (4) Incentives have a positive and significant impact on employee performance. (5) Job satisfaction has a positive and significant impact on employee performance. (6) Competence positively and significantly impacts employee performance through job satisfaction. (7) Incentives positively and affect employee performance substantially through job satisfaction.

Keywords: Competence, Incentives, Job Satisfaction, Employee Performance

1. Introduction

Every agency or company is always trying to improve performance that will affect an agency or organization's development. To improve performance, it requires employees who have good performance. Suppose an employee carries out his duties according to the responsibilities assigned to him. In that case, the company can take various ways to improve employee performance to increase the agency's effectiveness and efficiency in carrying out activities and work that have been planned and programmed. This is because humans have the potential to be developed continuously in each of their work activities. However, without the support of good performance, an agency will not run optimally.

According to Mangkunegara (2008), employee performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties according to the responsibilities assigned to him. Employee performance is the work performance or work output (output) both in quality and quantity achieved by the human resources for carrying out their work tasks following the responsibilities assigned to them by the agency or company. Health workers' performance is a critical issue to study to maintain and improve health development. Organizations generally believe that to achieve excellence, they must strive for the highest possible individual performance. However, ironically, the performance of the Bulukumba Regency Health Office is not yet optimal. This can be seen from each Public Health Centre (Puskesmas) feeling that they are not getting optimal support, especially regarding medicines' distribution. Apart from that, medical services that the Puskesmas should have quickly received in need did not occur due to the slow performance of the Bulukumba Regency Health Office. The less-than-optimal performance above is several factors, including competency, incentives, and employee job satisfaction.

Competence is the knowledge and skills or abilities of a person carrying out a task or job following the position occupied. The targets are achieving from the concept of competence: the behavior, skills, and knowledge that are part of the emergence of a person's competence. A particular job or position has different conditions. No matter how high the competence or knowledge someone has in carrying out the work. Each profession in a specific position will have certain characteristics that will become the basis for achieving the agency's effectiveness in determining the vision and mission to be performed (Likdanawati, 2018; Mu'adi et al., 2020; Nawawi et al., 2020). Incentive factors can also affect employee performance improvement. This is in line with the theory put forward by Hasibuan (2010) that incentives are stimulants given to employees based on their work performance to encourage employees to increase their work productivity so that the resulting performance is better. According to Rivai (2010), the primary purpose of incentives is to provide responsibility and encouragement to employees to improve their work quality and quantity. This incentive provision is intended so that employees still want to work well and achieve higher performance levels.

The role of job satisfaction is also critical in influencing employee performance improvement. According to Martoyo in Fengky et al. (2017), job satisfaction is the emotional state of employees where there is or does not occur a meeting point between the value of remuneration for employees from the company and the level of remuneration value that is desired by employees who are concerned. Employee remuneration, whether in the form of "financial" or "non-financial." Job satisfaction contributes significantly to organizational effectiveness, as well as stimulates morale and loyalty. Corporate members' satisfaction can be related to their work results and overall organizational performance (Hadiwijaya and Hanafi, 2016; Nuraini et al., 2019; Umanailo, 2020, 2019). The Bulukumba District Health Office, one of the public service organizations, also experienced a condition where the financing process and logistics services on the network were not optimal even though it had established standard operating procedures (SOPs) staff performance. The ineffective performance of the implementation of both the process of planning, administration, budgeting, and accountability is caused by the activities and human resources involved, both the organization's leadership and the staff in the organization. Some of the factors that affect performance include the ability/competency factors of the resources they have, more proportional incentives, a work environment that is not fully supportive, and job satisfaction that is not optimal, resulting in performance not being achieved.

In several studies, it has also been proven that improving employee performance is influenced by competency factors, incentives, and employee job satisfaction. Likdanawati (2018), whose findings confirm that competence affects employee performance, then Risanti's (2017) research proves that incentive variables affect performance. On the other hand, Hadiwijaya and Hanafi (2016) research that competence has a direct effect on satisfaction, and Andini and Kasmirudin (2017) that incentives have a positive and significant impact on job satisfaction. Hadiwijaya (2015) found that incentives affect job satisfaction and affect performance, both directly and indirectly through job satisfaction.

2. Literature Review

2.1. Competence

According to Ruky in Sutrisno (2012), competence consists of several critical behaviors needed to carry out specific roles to produce satisfactory work performance. According to Mangkunegara (2012: 4), competence is an ability that is related to knowledge, skills, and personality characteristics that directly affect performance.

According to Lyle Spencer and Signe Spencer in Moeherino (2010: 3), the characteristics that underlie a person are related to individual performance effectiveness in their work or personal characteristics. It has a causal relationship or as a cause and effect with criteria used as a reference, effective or performing prime or superior in place. Work or in certain situations. From this description, the researcher builds a hypothesis, namely:

H1: Competence has a positive and significant effect on employee job satisfaction.

2.2. Job satisfaction

According to Rivai (2005: 475), job satisfaction is individual. Everyone has a different level of satisfaction according to the value system that applies to him. The higher the assessment of the activity felt following the individual's wishes, the higher the satisfaction with these activities. Thus, satisfaction is an evaluation that describes someone is feeling of being happy or unhappy, satisfied or dissatisfied at work. Generally, employees who are confident about something obtained from the company will give more than expected and continue to strive to improve performance (Kanto et al., 2020; Lionardo et al., 2020; Rachman et al., 2019). For this reason, companies should recognize various things that make employees satisfied working at the company. By achieving employee job satisfaction, productivity will also increase. From this description, the researcher builds a hypothesis, namely:

H2: Incentives have a positive and significant effect on employee job satisfaction.

2.3. Employee Performance

Before explaining the concept of employee performance, the writer first explains the meaning of employees. According to Law no. 43 1999 concerning the main points of employment, employees have fulfilled the conditions entrusted to them and determined in the prevailing laws and regulations. They also are appointed by an authorized official and assigned to a state office or assigned to other state tasks—selected based on the general rules and regulations. Furthermore, in Law Number 43 of 1999 Article 5, it is stated that every Civil Servant obeys all applicable laws and regulations and carries out official duties entrusted to him with complete dedication, awareness, and responsibility. In carrying out Article 5, it is also stated that Civil Servants are the implementers of laws and regulations. Therefore, they are obliged to strive to comply with all these regulations. To be able to make this happen, it is necessary to have high work motivation. Employees are human, physical, and spiritual (mental and mental) labor that is always needed, and therefore one of the main assets is cooperation to achieve specific goals. From this description, the researcher builds a hypothesis, namely:

H3: Competence has a positive and significant effect on employee performance.

H4: Incentives have a positive and significant effect on employee performance.

H5: Job satisfaction has a positive and significant effect on employee performance.

3. Methods

The method used in this research is descriptive and verification. Descriptive analysis is intended so that research can answer the formulation of problems concerning Performance Improvement through Competence, Incentives, and Job Satisfaction of Bulukumba District Health Office Employees. The sample used is a saturated sample with all Bulukumba District Health Office employees as a sample or as many as 107 respondents.

4. Results

4.1. Path Analysis Results

The analysis of the path in this study will be obtained structural equations so that there are two regression tests whose results are shown in the following table.

Table 1. First Equation Path Analysis Results

COEFFICIENTS						
MODEL		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.344	1.589		.216	.829
	Competence	.500	.074	.459	6.754	.000
	Incentives	.605	.087	.475	6.983	.000
A. DEPENDENT VARIABLE: JOB SATISFACTION						

Source: Processed Primary Data, 2019

Based on Table 1. on the model I of path analysis for the influence of competencies and incentives on job satisfaction as follows:

$$Y1 = 0,459X1 + 0,475X2 + e1$$

Based on these equations, it can be interpreted that:

1. The value of the variable competency coefficient of 0.459 means that if the competency increases by one unit, job satisfaction will increase by 0.459.

- The value of the incentive variable coefficient of 0.475 means that if the incentive increases by one unit, then job satisfaction will increase by 0.475.

Table 2. Second Equation Path Analysis Results

COEFFICIENTS						
MODEL		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.655	1.689		.980	.329
	Competence	.196	.094	.168	2.076	.040
	Incentives	.725	.112	.530	6.497	.000
	Job Satisfaction	.247	.104	.231	2.374	.019
A. DEPENDENT VARIABLE: EMPLOYEE PERFORMANCE						

Source: Processed Primary Data, 2019

Based on Table 2. on the model I of track analysis for the influence of competencies, incentives, and job satisfaction on employee performance as follows:

$$\text{And } 2 \times 0,168X_1 + 0,530X_2 + 0,231Y_1 + e_2$$

Based on these equations, it can be interpreted that:

- The value of the variable competency coefficient of 0.168 means that if the competency increases by one unit, employees' performance will increase by 0.168.
- The value of the incentive variable coefficient of 0.530 means that if the incentive increases by one unit, the employee performance will increase by 0.530.
- The value of the variable coefficient of job satisfaction of 0.231 means that if job satisfaction increases by one unit, employees' performance will increase by 0.231.

4.2. Hypothesis Test

Meanwhile, test results hypothesis based on the analysis of the path in the first and second equations as shown in tables 1 and 2, the findings in this study are as follows:

1. The Effect of Competence on Job Satisfaction

The hypothesis of this study is: Competence has a positive and significant effect on employee job satisfaction. The criteria for acceptance of hypotheses are if $t\text{-count} > t\text{-table}$ and $P\text{-value} \leq \alpha$ (0.05), while the hypothesis is rejected if $t\text{-count} < t\text{-table}$ and $P\text{-value} > \alpha$ (0.05). Guided by the t-table is 1,983 and obtained t-count of 6,754. This indicates that the t-count of the table or 6,754 > 1,983, as well as the p-value of the t-test result of the competency variable, is 0.000 smaller than the significant level of $\alpha = 5\%$ or (0.000 < 0.05), hence the accepted **hypothesis** which means competency has a positive and significant effect on employee job satisfaction.

2. The Effect of Incentives on Job Satisfaction

The hypothesis of this study is: Incentives have a positive and significant effect on employee job satisfaction. The criteria for acceptance of hypotheses are if $t\text{-count} > t\text{-table}$ and $P\text{-value} \leq \alpha$ (0.05), while the hypothesis is rejected if $t\text{-count} < t\text{-table}$ and $P\text{-value} > \alpha$ (0.05). Guided by the t-table is 1,983 and obtained t-count of 6,983. This indicates that the calculated table or 6,983 > 1,983, as well as the p-value of the t-test result of the incentive variable, is 0.000 smaller than the significant level of $\alpha = 5\%$ or (0.000 < 0.05), hence the accepted **hypothesis** which means incentives have a positive and significant effect on employee job satisfaction.

3. Effect of Competency on Employee Performance

The hypothesis of this study is: Competence has a positive and significant effect on employee performance. The criteria for acceptance of hypotheses is if $t\text{-count} > t\text{-table}$ and $P\text{-value} \leq \alpha$ (0.05), while the hypothesis is rejected if $t\text{-count} < t\text{-table}$ and $P\text{-value} > \alpha$ (0.05). Guided by the t-table is 1,983 and obtained t-count of 2,076. This indicates that the t-count of the table or 2,076 > 1,983 and the p-value of the t-test result of the competency variable, is 0.040 smaller than the significant level of $\alpha = 5\%$ or (0.040 < 0.05). Hence the accepted **hypothesis** means competency has a positive and significant effect on employee performance.

4. Effect of Incentives on Employee Performance

The hypothesis of this study is: Incentives have a positive and significant effect on employee performance. The criteria for acceptance of hypotheses are if $t\text{-count} > t\text{-table}$ and $P\text{-value} \leq \alpha$ (0.05), while the hypothesis is rejected if $t\text{-count} < t\text{-table}$ and $P\text{-value} > \alpha$ (0.05). Guided by the-table is 1,983 and obtained t-count of 6,497. This indicates

that the calculated table or $6,497 > 1,983$, as well as the p-value of the t-test result of the incentive variable, is 0.000 smaller than the significant level of $\alpha = 5\%$ or $(0.000 < 0.05)$, hence the accepted **hypothesis** which means incentives have a positive and significant effect on employee performance.

5. Effect of Job Satisfaction on Employee Performance

The hypothesis of this study is: Job satisfaction has a positive and significant effect on employee performance. The criteria for acceptance of hypotheses is if $t\text{-count} > t\text{-table}$ and $P\text{-value} \leq \alpha$ (0.05), while the hypothesis is rejected if $t\text{-count} < t\text{-table}$ and $P\text{-value} > \alpha$ (0.05). Guided by the-table is 1,983 and obtained t-count of 2,374. This indicates that the calculated table or $2,374 > 1,983$, as well as the p-value of the t-test result of the job satisfaction variable of 0.019, is less than the significant level of $\alpha = 5\%$ or $(0.019 < 0.05)$, hence the accepted **hypothesis** which means job satisfaction has a positive and significant effect on employee performance.

5. Discussion

5.1. Effect of Competence on Job Satisfaction

The results of data analysis that have been carried out are related to whether competence has a positive and significant effect on employee job satisfaction. Based on the t-table, which is 1.983, and the t-count is 6.754. This shows that $t\text{-count} > t\text{-table}$ or $6.754 > 1.983$, and the p-value of the t-test result of the competency variable is 0.000 smaller than the significant level $\alpha = 5\%$ or $(0.000 < 0.05)$, then the hypothesis is accepted, which means competence has a positive effect and influential on employee job satisfaction. This means that employees will have high job satisfaction if the competence of employees is also getting better.

This research is in line with several findings from previous researchers, among others, by Hadiwijaya and Hanafi (2016) that competence directly affects satisfaction. Pranazhira and Sukmawati (2017) stated that a person's job satisfaction is greatly influenced by higher competence. Furthermore, Deswarta (2017) also found that competence has a significant effect on job satisfaction.

5.2. Effect of Incentives on Job Satisfaction

The results of data analysis that have been carried out are related to whether incentives positively and significantly affect employee job satisfaction. Based on the t-table, which is 1.983, and the t-count is 6.983. This shows that $t\text{-count} > t\text{-table}$ or $6.983 > 1.983$, and the p-value t-test results of the incentive variable is 0.000 smaller than the significant level $\alpha = 5\%$ or $(0.000 < 0.05)$, then the hypothesis is accepted, which means that incentives have a positive effect. And influential on employee job satisfaction. This means that employees will have high job satisfaction if the competence of employees is also getting better.

This research is in line with several findings from previous researchers, among others, by Andini (2017) that incentives significantly impact employee job satisfaction. Pranazhira and Sukmawati (2017) stated that a person's job satisfaction is strongly influenced by compensation providing timely incentives. Fengky et al. (2017) and Kasmirudin (2017) found that incentives affect job satisfaction.

5.3. Effect of Competence on Employee Performance

The results of data analysis that have been carried out are related to whether competence has a positive and significant effect on employee performance. Based on the t-table, which is 1.983, and the t-count is 2.076. This shows that $t\text{-count} > t\text{-table}$ or $2.076 > 1.983$, and the p-value of the t-test results of the competency variable is 0.040 smaller than the significant level $\alpha = 5\%$ or $(0.040 < 0.05)$, then the hypothesis is accepted, which means competence has a positive effect and essential to employee performance. This means that employees will have high job satisfaction if the competence of employees is also getting better.

This study is in line with several findings from previous researchers, including Pandaleke (2016), that competence significantly affects performance. Likdanawati's (2018) findings prove that competence affects employee performance.

5.4. Effect of Incentives on Employee Performance

The results of data analysis that have been carried out are related to whether incentives positively and significantly affect employee performance. Based on the t-table, which is 1.983, and the t-count is 6.497. This shows that $t\text{-count} > t\text{-table}$ or $6.497 > 1.983$, and the p-value of the t-test results from the incentive variable is 0.000 smaller than the significant level $\alpha = 5\%$ or $(0.000 < 0.05)$, then the hypothesis is accepted, which means that incentives have a positive

effect and essential to employee performance. This means that employees will have high job satisfaction if the competence of employees is also getting better.

This research is in line with several findings from previous researchers, including Hariyani (2017), that employees' incentives have a significant impact on their performance. Risanti (2017) also found that incentives have a substantial direct effect on performance. Then Hadiwijaya (2015) found that incentives not only affect job satisfaction but also affect performance.

5.5. Effect of Job Satisfaction on Employee Performance

The results of data analysis that have been carried out are related to whether job satisfaction has a positive and significant effect on employee performance. Based on the t-table, which is 1.983, and the t-count is 2.374. This shows that $t\text{-count} > t\text{-table}$ or $2.374 > 1.983$, and the p-value of the t-test results of the job satisfaction variable is 0.019 smaller than the significant level $\alpha = 5\%$ or ($0.019 < 0.05$), then the hypothesis is accepted, which means job satisfaction. positive and significant effect on employee performance. This means that employees will have high job satisfaction if the competence of employees is also getting better.

5.6. Effect of Competence on Employee Performance through Job Satisfaction

The results of data analysis that have been carried out are related to whether competence has a positive and significant effect on employee performance through job satisfaction. Based on the t-table, which is 1.983, and the t-count is 2.239. This shows that $t\text{-count} > t\text{-table}$ or $2.239 > 1.983$, and the p-value of the t-test result of the job satisfaction variable is 0.025 smaller than the significant level $\alpha = 5\%$ or ($0.025 < 0.05$), then the hypothesis is accepted, which means that competence affects. Positive and significant impact on employee performance through job satisfaction. This means that employees will have high performance if through increased job satisfaction and the presence of employee competencies that are also getting better.

Based on the description of variables related to competence, the first statement item is that employees know the job given by their superiors well (X1.1), respondents who answered disagree 1.9%, neutral answers 72.9%, answers agree 17.8%, and the answers strongly agree 7.5%, so that the average respondent's answer is 3.31. The second statement item, namely the knowledge of employees increased during work (X1.2), respondents who answered strongly disagree were 0.9%, 1.9% disagree answers, neutral answers 29.9%, answers agree 42.1%, and the answers strongly agree 25.2%, so that the average respondent's answer is 3.89. The third statement item is skilled employees in accelerating work in the office (X1.3), respondents who answered strongly disagree as much as 0.9%, answers disagree 1.9%, neutral solutions 15.0%, answers agree 66.4%, and the answers strongly agree 15.9%, so that the average respondent's answer is 3.94. The fourth statement item, namely employees have behavior that can affect work productivity (X1.4), respondents who answered disagree 1.9%, answers agree 91.6%, and answers strongly agree 5.6%, so that the average respondent's solutions which are 4.00.

5.7. Effect of Incentives on Employee Performance through Job Satisfaction

The results of data analysis that have been carried out are related to whether incentives have a positive and significant effect on employee performance through job satisfaction. Based on the t-table, which is 1.983, and the t-count is 2.247. This shows that $t\text{ count} > t\text{ table}$ or $2.239 > 1.983$, and the p-value of the t-test results of the job satisfaction variable is 0.025 smaller than the significant level $\alpha = 5\%$ or ($0.025 < 0.05$), then the hypothesis is accepted. It means that incentives affect a positive and significant impact on employee performance through job satisfaction. This means that employees will have high performance if through increased job satisfaction and better incentives.

6. Conclusion

Competence has a positive and significant effect on employee job satisfaction. This means that employees will have high job satisfaction if the competence of employees is also getting better. Incentives have a positive and significant effect on employee job satisfaction. This means that employees will have high job satisfaction if the competence of employees is also getting better. Competence has a positive and significant effect on employee performance. This means that employees will have high job satisfaction if the competence of employees is also getting better. Incentives have a positive and significant effect on employee performance. This means that employees will have high job satisfaction if the competence of employees is also getting better. Job satisfaction has a positive and significant effect on employee performance. This means that employees will have high job satisfaction if the competence of employees is also getting better. Competence has a positive and significant effect on employee performance through job

satisfaction. This means that employees will have high performance if through increased job satisfaction and the presence of employee competencies that are also getting better. Incentives have a positive and significant effect on employee performance through job satisfaction. This means that employees will have high performance if through increased job satisfaction and better incentives.

References

- Al Idrus, S., & Fathoni, A. F. (2016). Pengaruh Pengembangan Karir, Insentif, Lingkungan Kerja dan Motivasi Kerja terhadap Kepuasan Kerja dengan Komitmen sebagai Variabel Intervening pada PT. Peputra Maha Jaya Pekanbaru. *Jurnal Online Mahasiswa Fakultas Ekonomi Universitas Riau*, 3(1), 57-70.
- Andini, S. P. (2016). Pengaruh Insentif dan Lingkungan Kerja terhadap Kepuasan Kerja Karyawan pada AJB Bumiputera 1912 KPR Pekanbaru. *Jurnal Online Mahasiswa (JOM) Bidang Ilmu Sosial dan Ilmu Politik*, 4(1), 1-15.
- Anggakara Herpradipta. 2010. *Analisis Pengaruh Gaya Kepemimpin, Motivasi, dan Komitmen Organisasional Terhadap Kinerja Karyawan* pada PT Karyadeka Alam Lestari Semarang. Karya Ilmiah. Universitas Diponegoro Semarang.
- Buhler, Patricia. 1994. *Alpha Teach Yourself Management Skills*, Edisi Pertama, 2004 diterjemahkan oleh Sugeng Haryanto Sukono Mukidi dan M. Rudi Atmoko, Jakarta : Prenada.
- Deswarta, D. (2017). Pengaruh Kompetensi Dan Motivasi Terhadap Kepuasan Kerja Dan Kinerja Dosen Fakultas Tarbiyah Dan Keguruan Uin Sultan Syarif Kasim Riau. *Valuta*, 3(1), 19-39.
- Farida, Umi. (2017). *Manajemen Sumber Daya Manusia Membangun Tim Kerja Yang Solid Untuk Meningkatkan Kinerja*. Cetakan ke 1. Ponorogo : Unmuh Press.
- Fengky, N. E., Tewel, B., & Lumanauw, B. (2017). Pengaruh Motivasi Kerja, Disiplin, dan Insentif terhadap Kepuasan Kerja Karyawan. *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis dan Akuntansi*, 5(1).
- Hadiwijaya, H., dan Hanafi, A. 2016. Pengaruh Kompetensi Dan Disiplin Terhadap Kepuasan Serta Implikasinya Pada Prestasi Kerja Karyawan. *Jurnal Manajemen & Bisnis Sriwijaya* Vol. 14 No.3 September
- Hariyani, K. (2017). Pengaruh Pengawasan Manajer Dan Pemberian Insentif Terhadap Kinerja Karyawan (Studi Pada Karyawan Hotel Alpha Pekanbaru). *Jurnal Online Mahasiswa Fakultas Ilmu Sosial dan Ilmu Politik Universitas Riau*, 4(2), 1-12.
- Kanto, S., Wisadirana, D., Chawa, A. F., & Umanailo, M. C. B. (2020). Change in community work patterns. *Proceedings of the International Conference on Industrial Engineering and Operations Management*, 0(March), 2496–2502.
- Lawler, Edwards. E. 1977. *Motivation in Work Organization*. Brookes-Cole Publishing, Monterey, California.
- Likdanawati, L. (2018). Pengaruh Pengalaman Kerja, Kompetensi dan Disiplin Kerja Terhadap Kinerja Pegawai di Rumah Sakit Umum Labuhan Haji Tengah Aceh Selatan. *Jurnal Visioner & Strategis*, 7(1).
- Lionardo, A., Kurniawan, R., & Umanailo, M. C. B. (2020). An effectiveness model of service policy of building permit (IMB) based on a green spatial environment in Palembang city. *Proceedings of the International Conference on Industrial Engineering and Operations Management*, 2588–2596.
- Mangunegara, Anwar Prabu. 2012. *Manajemen Sumber Daya Manusia*, PT. Rosdakarya, Bandung.
- Mu'adi, S., Maksam, A., Hakim, M. L., & Umanailo, M. C. B. (2020). Transfer of function agricultural land. *Proceedings of the International Conference on Industrial Engineering and Operations Management*, 0(March), 2568–2574.
- Munandar, A. S. 2011. *Psikologi Industri dan Organisasi*. Jakarta: Universitas Indonesia (UI-Press).
- Nawawi, M., Ali, A., Irawan, B., Ahmad, B., Mukramin, S., Marsuki, N. R., Umanailo, M. C. B., & Kaya, I. R. G. (2020). The village kalesang program as a poverty alleviation community. *International Journal of Scientific and Technology Research*, 9(3), 3103–3107.
- Nuraini, N., Riadi, A., Umanailo, M. C. B., Rusdi, M., Badu, T. K., Suryani, S., Irsan, I., Ismail, I., Pulhehe, S., & Hentihu, V. R. (2019). Political Policy for the development of Education. *International Journal of Scientific & Technology Research*, 8(10).
- Pandaleke, D. (2016). Pengaruh Kompetensi, Kepuasan Kerja Dan Komitmen Organisasi Terhadap Kinerja Pegawai. *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis dan Akuntansi*, 4(2).
- Pranazhira, G. R., & Sukmawati, A. (2017). Pengaruh Kompetensi dan Kompensasi terhadap Kepuasan Kerja dan Work Engagement Karyawan UKM Susu Kambing Kabupaten Bogor. *Jurnal Manajemen dan Organisasi*, 8(1), 60-74.
- Rachman, S., Hamiru, H., Umanailo, M. C. B., Yulismayanti, Y., & Harziko, H. (2019). Semiotic Analysis of Indigenous Fashion in The Island of Buru. *International Journal of Scientific & Technology Research*, 8(8), 1515–1519.

- Riani, A. L. (2013). *Manajemen Sumber Daya Manusia Masa Kini*. Yogyakarta: Graha Ilmu.
- Risanti, W., & Indrawati, N. (2016). Pengaruh Profesionalisme, Komitmen Organisasi, Iklim Organisasi, Stres Kerja dan Insentif terhadap Kinerja Account Representative pada Kantor Pelayanan Pajak di Provinsi Riau. *Jurnal Online Mahasiswa (JOM) Bidang Ilmu Ekonomi*, 4(1), 1-15.
- Rivai, V. 2010. *Manajemen Sumber Daya Manusia*. Jakarta: PT. Raja Grafindo Persada
- Ruky Achmad S., 2002, *Sistem Manajemen Kinerja*. PT Gramedia Pustaka Utama. Jakarta.
- Sembiring, A. (2017). Pengaruh Insentif dan Disiplin terhadap Kinerja Pegawai Dinas Pendidikan dan Kebudayaan Kabupaten Kutai Timur. *Ekonomia*, 6(1), 183-197.
- Srimulyo, 2004. *Analisis Pengaruh Faktor-Faktor Yang Mempengaruhi Prestasi Kerja Pegawai Perpustakaan di Kotamadya Surabaya*, Tesis, di download dari :<http://www.adln.lib.unair.ac.id>.
- Sutrisno, Edy. 2012. *Manajemen Sumber Daya Manusia, Kencana*, Jakarta.
- Suwatno, & Priansa, Donni Juni. 2016. *Manajemen Sumber Daya Manusia, Dalam Organisasi Publik dan Bisnis*. Bandung: Alfabeta.
- Umanailo, M. C. B. (2019). Structure of Social Change in Industrial Society. Proceedings of the International Conference on Industrial Engineering and Operations Management Riyadh, 668–672.
- Umanailo, M. C. B. (2020). The energy in the context of social. Proceedings of the International Conference on Industrial Engineering and Operations Management, 0(March), 2503–2508.
- Widyaputra, I. K. A., & Dewi, A. S. K. 2018. Pengaruh Motivasi Intrinsik Terhadap Kepuasan Kerja Dan Kinerja Karyawan Pada Pt Bussan Auto Finance. *E-Jurnal Manajemen Unud*, Vol. 7, No. 1, 2018: 85-104

Biographies

Irna Anggriana Bahari is a student at Magister Program of Economic Science of STIE AMKOP, Indonesia. Her areas of interest and research include social science and economic. She has published some articles in national journals.

Akmal Umar is a lecturer at Economics Department of STIE AMKOP, Indonesia. His areas of interest and research include economic, management, management human resource. He has published some books and many articles in national and international journals.

Darti Darti is a lecturer at Economics Department of STIE AMKOP, Indonesia. Her areas of interest and research include economic, management, management human resource. She has published some books and many articles in national and international journals.

Zakir Muhammad is Lecturer at the Postgraduate STIE Panca Bakti Palu His research fields and interests include Economics and Management As a lecturer, he has published several scientific articles in both national and international journals, is also active in several organizations.

Andi Makkulawu Panyiwi Kessi is a lecturer of STIE Dharma Nusantara, Makassar, Indonesia. His areas of interest and research include social science, political science, sociology, legal studies, and human resources. He has published some books and articles in national and international journals. He is a reviewer and editor in some local and international journals.

Dina Chamidah is a lecturer at Department of Biology Education, Universitas Wijaya Kusuma Surabaya. She holds a Bachelor of Biology Education at Universitas Negeri Surabaya, also Bachelor of Law at Universitas Kartini Surabaya. Master of Sains from Universitas Airlangga, also a Master of Notary from Universitas Surabaya, Special Education Advocate at Universitas Surabaya, and now still studying in Master of Law at Universitas Wijaya Kusuma Surabaya and also Awardee of LPDP in Doctor of Biology Education at Universitas Negeri Malang. Member of Organization: PBI, IDRI, PDRI, KODEPENA, KPII, FDI, ADI, FKDI, ADRI, IFERP, NMI, IAN (International Association of Neuroscience), IAO (International Association of Oncology), the Training Division of the Alumni of Family of the National Defense and Security Agency (LEMHANNAS) TAPLAI 2 Republic of Indonesia, Jakarta, Indonesia, ever as the legislative candidates Republic of Indonesia of PERINDO, Substitute Notary at Mojokerto City, and Member of Eurasia; TERA, STRA, SSHRA, HBSRA and from 2019 become the International Referee Board of TAFD's. Starting in 2020 as Team Peer Reviewer Journal Teknosains Kodepena, Deputy Chair of Academic Division and Scientific Publications of Mata Garuda 2.0 LPDP (Indonesia Endowment Fund for Education), Member of IAN (International Association of Neuroscience), ISDR (International Society for Dermatology Research), Ikatan Ilmuwan Indonesia Internasional (i4), Ambassador of Sustainability, and also as Founder, Owner and Advocate at DC Law Firm. Since 2021 become Member of CeL and Chairman of PDPTN. My major interests are Biology, Biology

Education, Biology Reproduction, Zoology, Education, Education Management, Management, Education Technology, Law and Notary.

Anis Ribcalia Septiana is a lecturer at the Nineteenth November University Kolaka, Indonesia. currently still active in the process of teaching and researching.