



Analysis of Influencing Factors Performance Member of the People's Representative Council

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ABSTRACT

Purpose – This research is to test the influence of competence, communication, and commitment on employee performance. Secretariat of the DPRD of West Sumatra Province. Determination of the sample using purposive sampling with a sample size of 93 people. Data collection was carried out by distributing questionnaires and analyzed using SPSS version 24. **Findings**– Based on the results of the study, it shows that partially each variable of Competence, Communication, and Commitment has a positive and significant effect on performance. Based on the results of the simultaneous test, it explains that Competence, Communication, and Commitment together have a significant effect on performance. For Competence, It is recommended that agencies include employees in technical guidance, training (diklat), socialization, employee education according to their field of duty or main tasks and functions to improve employee knowledge. For Communication, it is recommended that agencies be more improve communication between leaders and subordinates and between subordinates and superiors in order to create good work enthusiasm and employee work performance.

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INTRODUCTION

The position of human resources as organizational resources occupies a strategic place and is often referred to as the most important organizational resource, because human resources are capable of moving other resources owned by the organization in the process of achieving organizational goals. The organization also continuously reviews the extent to which it has functioned and always tries to adapt to its environment as expected in order to achieve the goals that have been set together.

Employee perfection is the hope for the realization of Good Governance, this is the main requirement to realize the aspirations of the community in achieving the goals and ideals of the nation and state, in this context it is necessary to develop and implement an appropriate, clear and real accountability system, so that the implementation of government and development can take place efficiently, effectively, cleanly and responsibly. Organizational performance clearly includes the performance of organizational members. Therefore, the success of work on each member of the organization is important for achieving the success of the organization in achieving certain goals.

One of the main problems that occurred in the Secretariat of the West Sumatra Provincial DPRD which is also a problem in almost all government institutions or agencies is the emergence of complaints and

public dissatisfaction with the performance of the DPRD apparatus which is not optimal and the facts prove that the performance of employees is still concerning, the poor performance of employees is known from the still high realization of activities that are not achieved, and lack of competence in carrying out tasks that are not in accordance with standards and the educational background of employees that does not match the position or position they occupy. On the other hand, from the side of the employees themselves, they still question the communication that is not optimal between employees and the lack of organizational commitment to employee performance.

In general, the performance of employees at the Secretariat of the West Sumatra Provincial DPRD has not been as expected. This can be seen in the results of the preliminary research pre-survey on employee performance obtained by the researcher, namely:

Table 1.Pre-survey - Performance of West Sumatra Provincial DPRD Secretariat Staff

No	Indicator	Amount	Percentage
		(person)	(%)
1	Employees do not complete assigned tasks on time.	26	74
2	Employees work not according to the established working hours.	17	49
3	Employees are often absent without any clear reason.	27	77
4	Employees have no initiative during free working hours.	25	72
5	Complaints about inadequate facilities and infrastructure in carrying out tasks.	28	80

Source:Performance Pre-survey, Data processed by author, 2023

The results of the initial survey conducted by the author on 35 (thirty five) employees randomly in the Secretariat of the West Sumatra Provincial DPRD above showed that low employee performance was indicated by 26 employees (74 percent) not completing the tasks given on time, 17 employees (49 percent) not working according to the set working hours, 27 employees (77 percent) were absent, except in certain conditions, 25 employees (72 percent) did not have the initiative during free working hours, and 28 employees (80 percent) complained about inadequate facilities and infrastructure in carrying out their duties.

Competence is a person's ability to produce at a satisfactory level in the workplace. Competence also explains what a person does in the workplace at various levels, identifies the characteristics of each level, identifies the characteristics of knowledge and skills required by individuals that enable them to carry out tasks and responsibilities effectively so as to achieve professional quality standards in work.

The problem of employee competence in the Secretariat of the West Sumatra Provincial DPRD is that not all employees can do the work that is their responsibility well, employees who occupy positions that are not in accordance with the background of experience they have. That is why employee competence is not a stand-alone problem, but is influenced by other factors, namely educational background and experience in the field, communication between employees and organizational commitment to performance.

Furthermore, it can be seen that in addition to competence that can affect employee performance, communication is something that binds organizational unity. Communication helps members of the organization achieve individual and organizational goals, respond to and implement organizational change, coordinate organizational activities and play a role in almost all relevant organizational actions. With communication, leaders can provide intensive coaching to personnel so that they can keep up with the demands of society that are changing so rapidly.

This research was conducted at the Secretariat of the DPRD of West Sumatra Province, where in this

institution itself, communication between employees and superiors is still low, a phenomenon of employees experiencing obstacles in communicating with superiors and other employees. According to Prabasari (2012), the smoother, faster and more effective the communication that is established, the faster a good working relationship can be established. Good and effective communication is expected to increase performance for all employees.

LITERATURE REVIEW

Performance in the People's Representative Council (PRC)

Performance in an organization is one element that cannot be separated from an organization, be it a public organization or a private organization. Organizational performance will be greatly determined by its employees, therefore in measuring the performance of an organization it should be measured in terms of the work performance of its employees. The term performance comes from the word job performance or actual performance which is the actual work achievement or achievement achieved by a person. Mangkunegara (2012:67) said that performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. The performance of the People's Representative Council (PRC) plays a pivotal role in the governance, law-making, and oversight of public administration. In the context of representative institutions, performance is assessed not only by legislative output but also by the quality of representation, transparency, and responsiveness to public needs. A study by Panggabean (2020) highlights the importance of evaluating performance based on measurable indicators such as legislative productivity (e.g., number of laws passed), oversight effectiveness (e.g., audits, public hearings), and constituent services. However, issues such as absenteeism, lack of accountability, and delays in legislative processes have often been cited as impediments to optimal performance in PRC. One notable case involved the legislative deliberation process in Indonesia's PRC for the Omnibus Law on Job Creation. Despite its strategic significance, public perception of the PRC's performance during this deliberation was marred by accusations of rushed procedures and lack of transparency (Tempo, 2021). This case underscores the need for performance measurement frameworks that emphasize quality, not just quantity, in legislative work.

Competence in the People's Representative Council (PRC)

According to Armstrong and Baron in Abdullah (2014:50) competence is a behavioral dimension that is behind competent performance that shows how people behave when they carry out their roles well. Meanwhile, according to (Coper, 2020) that competence is said to be one of the factors that affect performance. Competence is needed to help organizations create a high work culture, the number of competencies used by human resources will improve performance (Iskamto, 2022; Yadewani & Wijaya, 2021). Competence among representatives and staff in the PRC is essential for effective law-making and public service. Studies have shown that a lack of competence—manifesting as insufficient understanding of laws, weak analytical skills, and limited knowledge of public administration—can negatively impact organizational outcomes. Wibowo (2013) emphasizes that representative councils must invest in competency development programs, including legislative drafting workshops, public policy analysis training, and international benchmarking. For instance, in a comparative study of Southeast Asian parliaments, it was observed that members of Singapore's Parliament undergo rigorous pre-election vetting processes, ensuring that only highly competent individuals represent the public (Tan, 2020). In the Indonesian PRC, initiatives like Diklat DPR (Parliamentary Education and Training) have been introduced to enhance the competencies of its members and staff. These programs are designed to improve legislative drafting, budgeting, and oversight skills. However, the effectiveness of such programs is often limited by a lack of continuity and political will.

Communication in the People's Representative Council (PRC)

The word or term communication (from the English "communication"), etymologically or according to its origin is from the Latin word *communicatus*, and this word comes from the word *communis*, in the word *communis* it has the meaning of 'sharing' or 'becoming common property', namely an effort that has the goal of togetherness or similarity of meaning. Communication terminologically refers to



the process of conveying a statement by one person to another. So in this sense, those involved in communication are humans. Because it refers to the meaning (Coper, 2020) regarding human communication, namely: "Human communication is the process through which individuals in relationships, groups, organizations and societies respond to and create messages to adapt to the environment and one another". Effective communication within and outside the PRC is critical for ensuring the transparency and accountability of legislative processes. The Latin root of the word communication (*communis*, meaning "common property") aptly reflects the goal of the PRC's communication strategies: fostering shared understanding among stakeholders, including representatives, the executive branch, and the public. In practice, communication breakdowns within the PRC have often led to public dissatisfaction. A prominent case is the lack of public engagement during the drafting of the Criminal Code Bill in 2019. The lack of clear communication and inadequate public consultation led to widespread protests, reflecting a perceived disconnect between the PRC and its constituents (BBC News, 2019). Improving communication within the PRC requires institutionalizing mechanisms such as public consultations, transparent reporting, and effective use of digital platforms for citizen engagement. Ruben and Steward's (2013) framework on human communication emphasizes the need for feedback mechanisms to ensure mutual understanding and adaptability (Desiani & Nurhayati, 2024; Htet, 2021).

Organizational Commitment in the People's Representative Council (PRC)

Organizational commitment is a state in which an employee sides with an organization and its goals, and intends to maintain membership in that organization. (Coper, 2020) states that organizational commitment is a belief that binds employees to the organization where they work, which is indicated by loyalty, involvement in work, and identification with the values and goals of the organization. Organizational commitment is the tendency of individuals to stay in the organization and the willingness to direct efforts, goals and values in line with the organization with indicators of affective commitment, ongoing commitment and normative commitment. Low commitment reflects a person's lack of responsibility in carrying out their duties (Coper, 2020). Organizational commitment is a crucial factor that influences the productivity and integrity of the PRC. Members of the PRC must demonstrate loyalty, engagement, and alignment with their legislative responsibilities and public expectations. However, studies indicate that political dynamics, personal interests, and external pressures can erode this commitment (Adu & Nawangsari, 2022; Christian & Gede, 2024). A study by Saleh, Mashita, and Anggresta (2019) revealed that low organizational commitment among PRC members is often reflected in absenteeism during plenary sessions and lack of focus on constituency-related issues. For example, during discussions on critical economic policies, it was noted that attendance rates often fell below the quorum, delaying decision-making processes and eroding public trust (Jakarta Post, 2020). To address this issue, the PRC has implemented measures such as stricter attendance policies and performance-based incentives. Meyer and Allen's (1991) model of organizational commitment suggests that fostering affective commitment through leadership development, normative commitment through ethical codes, and continuance commitment through career benefits could significantly enhance the effectiveness of legislative institutions like the PRC.

The following is the conceptual framework of the research.

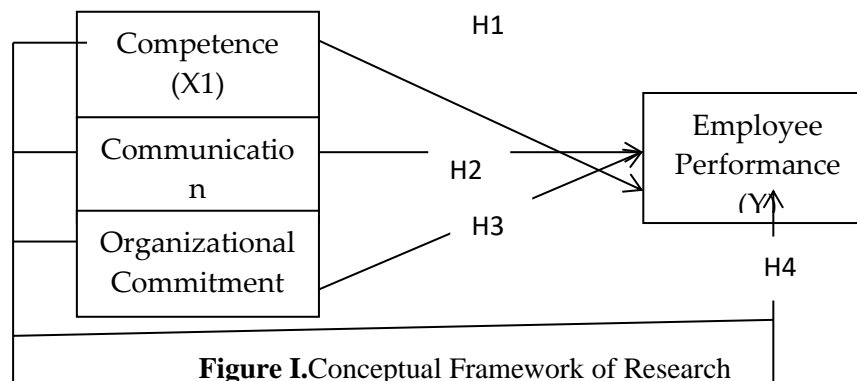


Figure 1. Conceptual Framework of Research

The hypotheses in this study are as follows:

- H1. Competence has a significant effect on employee performance.
- H2. Communication has a significant effect on employee performance.
- H3. Organizational Commitment has a significant effect on Employee Performance
- H4. Competence, Communication and Organizational Commitment together have a significant effect on the performance of employees of the Secretariat of the DPRD of West Sumatra Province.

METHOD

Based on the formulation, objectives and hypotheses of the study, the method used in this study is quantitative research to determine the influence between variables. This study aims to determine the influence of Competence (X1), Communication (X2), Organizational Commitment (X3) on Performance (Y). The object of this study is the Secretariat Employees of the DPRD of West Sumatra Province. The sample used is the entire population, so the sample in this study is all Secretariat Employees of the DPRD of West Sumatra Province totaling 93 (ninety three).

Data obtained from various instruments are analyzed quantitatively. Data analysis is used to see whether there is an influence of competence, communication, and organizational commitment on employee performance. The analysis carried out is validity analysis, instrument reliability, descriptive analysis, analysis prerequisite tests, namely normality tests, multicollinearity and heteroscedasticity tests, then hypothesis testing is carried out using multiple linear regression tests.

RESULT

Multiple Linear Regression Analysis

In testing the research hypothesis, multiple linear regression test is used, which aims to determine how much influence several independent variables have on the dependent variable. Multiple regression analysis is carried out by comparing t_{count} with t_{table} and sig value with $\alpha = 0.05$. In detail, the results of multiple regression testing can be seen in Table 2

Table 2 Multiple Linear Regression Equation

Coefficients ^a						
	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	41,766	6.025		6,932	.000
	Competence (X1)	.177	.039	.051	4.455	.000
	Communication (X2)	.231	.065	.169	3,541	.002
	Organizational Commitment (X3)	.151	.035	.142	4.287	.000
a. Dependent Variable: Y						

Source: SPSS Output Results (2023)

Based on Table 2 above, the estimation model can be analyzed as follows: $Y = 41,766 + 0.177(X1) + 0.231(X2) + 0.151(X3)$ From the equation above, it can be seen that there is a constant value of 41,766 which means that if Competence, Communication, Organizational Commitment are zero, then the value of the Performance variable is at 41,766. This means that the variables of Competence, Communication, Organizational Commitment contribute to improving the Performance of Employees of the Secretariat of the DPRD of West Sumatra Province. The regression coefficient value of Competence is positive at 0.177. This means that if Work Competence increases by one unit, it will result in an increase in Performance of 0.177 units. The regression coefficient value of Communication is positive, namely 0.231. This means that if Communication increases by one unit it will result in an increase in Performance of 0.231 unit. The regression coefficient value of Organizational Commitment is positive, namely 0.151. This means that if Organizational Commitment increases by one unit it will result in an increase in Performance of 0.151 unit.

Regression Coefficient Test (t-Test) The first hypothesis proposed is that Competence partially has a positive effect on Performance. Based on the results of the t-test analysis, it is known that the level of significance of the Competence variable is $0,000 < \text{from the significance value } (0.05)$. Thus H_0 is rejected and H_a is accepted. So the alternative hypothesis proposed in this study is accepted, meaning that there is a significant positive influence between Competence and Performance. The second hypothesis proposed is that Communication partially has a positive effect on Performance. Based on the results of the t-test analysis, it is known that the level of significance of the Communication variable is $0,002 < \text{from the significance value } (0.05)$. Thus H_0 is rejected and H_a is accepted. So the alternative hypothesis proposed in this study is accepted, meaning that there is a significant positive influence between Communication and Performance. The third hypothesis proposed is that Organizational Commitment has a partial positive effect on Performance. Based on the results of the t-test analysis, it is known that the level of significance of the Organizational Commitment variable is $0,000 < \text{from the significance value } (0.05)$. Thus H_0 is rejected and H_a is accepted. Thus the alternative hypothesis proposed in this study is accepted, meaning that there is a significant positive influence between Organizational Commitment and Performance. The fourth hypothesis proposed, that Competence, Organizational Commitment, and Organizational Commitment together have a positive effect on Performance. Based on the results of the analysis of the F test, it is known that the level of significance of the variables Competence, Communication, and Organizational Commitment is $0.000 < 0.05$.

Table 3 F Test Results

ANOVA						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	24,930	3	8,310	35.76	.000a
	Residual	427,070	89	5.272		
	Total	452,000	92			
a. Predictors: (Constant), X3, X2, X1						

ANOVA						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	24,930	3	8,310	35.76	.000a
	Residual	427,070	89	5.272		
	Total	452,000	92			
b. Dependent Variable: Y						

Source: SPSS Output Results (2023)

This means that simultaneously the influence of Competence, Communication and Organizational Commitment on Performance has a positive and significant effect.

Coefficient of Determination (Adjusted R Square)

The Determination Coefficient aims to see or measure how far the model's ability to explain variations in independent variables, where the R square value is used for research with 2 variables and the Adjusted R Square value is used for research with more than 3 variables.

Table 4 R Square Test Results

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.835a	.697	.641	2.29619
a. Predictors: (Constant), X3, X2, X1				
b. Dependent Variable: Y				

Source: SPSS Data Processing Results (Year 2023)

The coefficient of determination value in this study was taken from the Adjusted R Square value which can be seen in Table 4. Based on the results of the analysis, Adjusted R square is 0,641. This means that 64.1% of Performance is influenced by the independent variables of Competence, Communication, and Organizational Commitment. While the remaining 35.9% is influenced by other variables outside the model.

DISCUSSION

Discussion of research results is aimed at explaining and interpreting research results.

The Influence of Competence on the Performance of Employees of the Secretariat of the West Sumatra Provincial DPRD. The results of this study indicate that Competence has a significant positive influence on Performance. This indicates that Competence determines Performance. This means that the higher the Competence, the higher the Performance. This is in line with the opinion According to (Coper, 2020) Competence is an ability based on skills and knowledge supported by a work attitude that refers to the established work requirements. where employees view their work. Competence reflects the ability possessed by each employee towards their work. This seems positive for the West Sumatra Provincial DPRD Secretariat Employees towards their work and everything faced in their competence. The results of this study are in line with research (Coper, 2020) which shows that Competence has a significant influence on Performance.

Influence Communication on the Performance of the Secretariat Employees of the West Sumatra Provincial DPRD.



The results of this study indicate that Communication has a significant positive influence on the Performance of Employees of the Secretariat of the DPRD of West Sumatra Province. This indicates that Communication determines Performance. This means that the better the Communication of the agency, the better the Performance of Employees. If you want to improve Employee Performance, you must improve and create good Employee Communication in the agency. This is in line with the opinion(Coper, 2020)that conducive communication between leaders and subordinates or vice versa, and between fellow employees is a necessity for creating work enthusiasm within the group. Then(Coper, 2020)giving a statement that the formation of good performance is produced if there is communication between all employees. Communication plays a very important role in an organization, therefore it has an influence on the world of work so that work activities can be optimized. The use of communication has a significant influence on the work environment which is manifested in the vision and mission of an organization.

Influence InfluenceOrganizational Commitment to the Performance of West Sumatra Provincial DPRD Secretariat Employees.

The results of this study indicate that Organizational Commitment has a significant positive influence on Performance. This means that the better and better the Organizational Commitment, the better the Employee Performance will be. This indicates that Organizational Commitment can play a role in improving Employee Performance. If you want to improve Employee Performance, you must create a good Organizational Commitment in the Employees of the Secretariat of the DPRD of West Sumatra Province. The results of this study are in line with research(Coper, 2020)which shows thatThere is a significant positive influence between Organizational Commitment and Performance.

The Influence of Competence, Communication, Organizational Commitmenton the Performance of the Secretariat Employees of the West Sumatra Provincial DPRD.

The results of this study indicate that Competence, Communication, and Organizational Commitment simultaneously have a significant influence on Employee Performance. This indicates that Competence, Communication, and Organizational Commitment determine Employee Performance. Conversely, if Competence, Communication are high, and Organizational Commitment is not good, it will not improve Performance. This is in line with research(Coper, 2020) which shows thatThe results show support for a significant influence between Competence, Communication and Organizational Commitment on Performance.

CONCLUSION

The conclusion of the research results is as follows: 1)Competence has a positive influence on Employee Performance. This means that Employee Performance will increase if Competence in the agency is high and makes Employees work and can improve their Performance. 2) Communication has a positive influence on Employee Performance. This means that Employee Performance will increase if Communication is good, because Communication can increase the enthusiasm of Employees in carrying out their work. The higher the Communication of an Employee in an agency, the better their Performance in carrying out their work in the agency. 3) Organizational Commitment has a positive influence on Employee Performance, which means that Employee Performance will increase if the Organizational Commitment of the agency is very good and good, so that it makes Employees enthusiastic about carrying out their work well. And good Organizational Commitment will encourage high Performance. 4) Competence, Communication, have a positive influence and Organizational Commitment together have a positive influence on the Performance of Employees of the Secretariat of the DPRD of West Sumatra Province.

For Competence, It is recommended that agencies include DPRD Secretariat employees in technical guidance, training (diklat), socialization, employee education in accordance with their field of duty or main tasks and functions to improve employee knowledge. For Communication, it is recommended that agencies be more improve communication between leaders and subordinates and subordinates to superiors in order to create good work spirit and employee work performance. For Organizational Commitment, it is recommended that agencies further improve job satisfaction good between employees and leaders in the agency. This will have an impact on employees if employees feel that job satisfaction between employees and their leaders is very bad in the organization, it will have an impact on increasing employee absenteeism.

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