

The Influence of Competence, Communication and Job Satisfaction on Employee Performance at the Palembang City Personnel and Human Resources Development Agency (BKPSDM)

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ABSTRACT

In the era of globalization, the improvement of employee performance is crucial, influenced by competence, communication, and job satisfaction. Phenomena at the Palembang City Human Resources and Development Agency (BKPSDM) show challenges in the synergy among these three factors, where capable competence is often hindered by less open communication and affected job satisfaction. This study aims to analyze the influence of competence, communication, and job satisfaction on employee performance at BKPSDM Palembang City. Using an associative quantitative approach, this research involved all 89 Civil Servants (ASN) of BKPSDM Palembang City as a saturated sample. The primary data for this study was obtained through questionnaires, while secondary data was sourced from supporting documents and literature reviews. The research instruments were measured using a

Likert scale and had undergone validity and reliability testing. Prior to analysis, classical assumption tests were conducted, including normality, multicollinearity, and heteroscedasticity tests. Data analysis employed multiple linear regression, complemented by the calculation of multiple correlation coefficients, the coefficient of determination, and hypothesis testing using both t-tests and F-tests. The t-test results indicated that competence ($t=2.391$; $\text{sig}=0.019$), communication ($t=3.768$; $\text{sig}=0.000$), and job satisfaction ($t=3.612$; $\text{sig}=0.001$) each had a positive and significant partial effect on employee performance. Furthermore, the F-test yielded a significance value of 0.000, confirming that all three variables simultaneously exerted a positive and significant influence on employee performance. The combined contribution of these variables to employee performance was 72.2% ($R^2=0.722$). Based on these findings, it can be concluded that competence, communication, and job satisfaction are key determinants that, both individually and collectively, play a significant role in enhancing employee performance at BKPSDM Palembang City.

A. INTRODUCTION

In an era of globalization and increasingly fierce competition, employee performance is an important element in determining the success of the organization. Performance is not only measured by work results, but is also influenced by internal factors such as competence, communication, and job satisfaction. Competent employees tend to be more productive and contribute positively to the organization because they have adequate knowledge, skills, and work attitudes (Hasrim et al., 2024). Superior human resources are the main drivers of achieving organizational goals, including in government agencies such as the Palembang City BKPSDM.

Competence alone is not enough if it is not supported by effective communication. Communication is a bridge in conveying information and building harmonious working relationships (Elok Kemala Motik et al., 2024). The effectiveness of communication can minimize work errors, speed up the decision-making process, and improve performance



(Monica et al., 2025). However, poor communication can be an obstacle in an organization, even when employees are highly competent.

On the other satisfaction also has a great contribution to performance. Satisfied employees tend to have higher work motivation and loyalty to the organization (Rahayu & Dahlia, 2023). Job satisfaction not only reflects a positive emotional state, but also has a direct effect on performance achievement.

The phenomenon in the Palembang City BKPSDM shows that there is a mismatch between high competence and low job satisfaction, which is suspected to be caused by differences in communication styles between employees and between superiors and subordinates. Employees are reluctant to express their opinions because of the fear of consequences, and this has an impact on work effectiveness. The lack of transparency and employee involvement in decision-making has also worsened this condition.

The three factors of competence, communication, and job satisfaction have a strong relationship in influencing employee performance. Similar findings were put forward by (Dewi et al., 2024), a study at the BKPSDM of West Papua Province previously proved the significant influence of this factor on employee performance. Based on these findings, this study designed a test of three factors at once to see the impact of simultaneously affecting the performance of employees at the Palembang City BKPSDM.

B. THEORETICAL STUDY

Competencies

According to Sutrisno (2019), competence is a dimension that describes skills and excellence, both in employees and leaders, which is reflected through the mastery of skills, positive behavior, and knowledge possessed. Meanwhile, according to Surianto (2021:24), defining competence is a set of abilities that allow a person to carry out work or tasks according to set standards. This ability comes from the skills and knowledge possessed, and is strengthened by a work attitude that is in accordance with the needs and demands of the job. With competence, individuals can work productively, responsibly, and are able to make a positive contribution to the achievement of organizational goals. Meanwhile, according to Moeheriono (2018:5), competence is related to the personal characteristics that an employee has, which includes attitudes, behaviors, values, and technical and non-technical abilities. These characteristics have an important role in supporting work efficiency and effectiveness, so that they can directly improve performance. With good competencies, employees are able to adapt to the demands of the job, complete tasks appropriately, and make optimal contributions to the achievement of organizational goals.

Communication

Based on Kadri's (2022:59) opinion, communication is a process of expressing opinions, expressing feelings, conveying information, and various other forms of messages with the intention that the message can be known, understood, and responded to by other parties. More than just the delivery of information, communication also includes the creation of shared meaning, where the sender and receiver align with each other to ensure the message sent is contextual and understandable appropriately. Meanwhile, according to Busro (2018:207), communication is the process of sharing information, conducting social interactions, and building mutual understanding that takes place in two directions, both directly and indirectly. In the context of the work environment, communication skills are essential, because communication is closely related to various aspects of the management process. Through effective communication, coordination between employees can be established, the delivery of instructions becomes clear, and the achievement of organizational goals can be optimally supported. In addition, according to Mangkunegara (2019:145), communication is defined as a process that has a structured flow and can utilize various forms of media with the aim of conveying ideas and ideas. The message conveyed through this process is expected to be understood properly and correctly by the recipient, so

that communication is not only a means of exchanging information, but also a tool to build a harmonious understanding between the sender and recipient of the message.

Job Satisfaction

In general, job satisfaction describes the extent to which an employee feels comfort, appreciation, and emotional satisfaction from the work he or she is doing, or conversely, feels dissatisfaction due to conditions that do not meet expectations. This level of satisfaction is influenced by internal factors, such as personal attitudes and values, as well as external factors, such as compensation, promotion opportunities, and work atmosphere. High job satisfaction contributes to the creation of a harmonious work environment and improved organizational performance. Meanwhile, according to Nitisemito (2019:89), companies that are able to increase the job satisfaction of their employees will obtain various significant benefits. These benefits include faster job completion, less damage, lower absenteeism, lower employee turnover rates, and increased productivity. This shows that job satisfaction not only impacts individuals, but also makes a direct contribution to the effectiveness and success of the company as a whole.

Employee Performance

According to Kristanti (2023:98), performance can be interpreted as the result of work achieved by an employee both in terms of quality and quantity in carrying out the tasks for which he or she is responsible. The results of this work reflect the ability of employees to meet the standards set by the organization, including punctuality, level of accuracy, and consistency in achieving targets. Thus, performance is an important indicator to assess an individual's contribution to the overall success of the organization. Meanwhile, according to Wahyudi (2020:14), performance is defined as a proud result or achievement, which is obtained through maximum effort and hard work by utilizing all the potential that individuals have. This performance reflects the dedication, commitment, and ability of employees in managing existing resources to achieve the goals set by the organization. Khaeruman (2021:7) explained that performance is a strategic element that greatly determines the success of achieving the vision, mission, and goals of a company or agency. Performance not only reflects the ability to complete tasks, but also describes commitment, discipline, and the quality of the work produced. In the context of the organization, optimal performance is an indicator of the extent to which an agency is able to carry out its functions effectively and maintain competitiveness in the midst of the challenges of the work environment. According to Sinambela (2019:11), employee performance is a very important aspect and is one of the main indicators in assessing the success of an organization. Through performance, it can be known the extent of an employee's ability and competence in carrying out the duties and responsibilities imposed on him. Good performance not only shows technical skills, but also reflects discipline, commitment, and the ability to work together. Therefore, organizations need to establish clear, measurable, and objective performance appraisal criteria, which are mutually agreed, so that they can be used as a reference in evaluation, coaching, and strategic decision-making.

Hipotesis

According to (Yam & Taufik, 2021), a hypothesis is defined as a statement that contains a temporary conjecture of the formulation of the research problem. This conjecture is called temporary because it comes from a relevant theory and has not been verified through empirical evidence. Based on the theoretical foundation, problem formulation, and findings of previous research, the hypotheses used in this study are as follows:

The Influence of Competency on Employee Performance

The term competency refers to a person's ability which includes aspects of knowledge, skills, and work attitudes in carrying out and completing a task. According to (Mulia & Saputra, 2021), high competence in employees will have a direct impact on work



effectiveness and the achievement of organizational targets. There is a significant relationship between work competence and employee performance, where employees with high competence generally show greater productivity and a higher sense of responsibility. Other research from (Hasrim et al., 2024) also shows that competence plays a significant role in encouraging performance improvement. Thus, the hypothesis formulated is:

H1: The performance of employees at the Palembang City Personnel and Human Resources Development Agency (BKPSDM) is positively and significantly influenced by the level of competence.

The Influence of Communication on Employee Performance

Effective communication in the organization is key to smoothing work coordination and strengthening relationships between employees. (Elok Kemala Motik et al., 2024) stated that open communication encourages accurate information transfer and minimizes the possibility of work errors. According to (Hasrim et al., 2024), good communication increases motivation and work discipline. In addition, (Monica et al., 2025) prove that good internal communication has a significant impact on employee performance. Based on this foundation, the hypothesis proposed is:

H2: The performance of employees at the Palembang City Personnel and Human Resources Development Agency (BKPSDM) is positively and significantly influenced by communication factors.

The Effect of Job Satisfaction on Employee Performance

The term job satisfaction refers to the positive feelings that an individual feels as a consequence of his or her assessment of the work done. According to Rahayu and Dahlia (2023), employees who feel job satisfaction usually show high work morale and make maximum contributions to their agency. These findings are supported by the results of research by Dewi et al. (2024), which prove that job satisfaction has a significant impact on employee performance in the long term. The findings of Stefani et al. (2021) also reveal that an increase in employee work output can occur in line with increased job satisfaction. Based on these findings, the hypothesis of this study is formulated as follows:

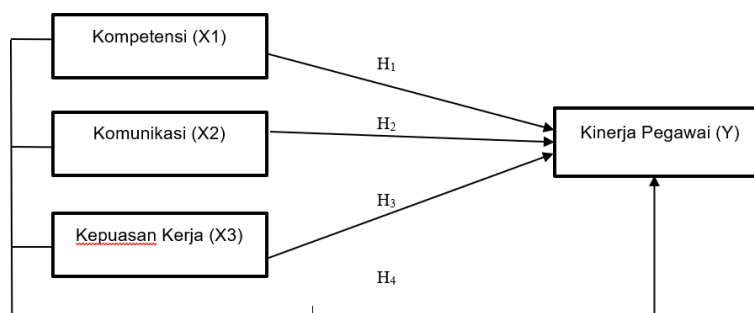
H3: In the Palembang City Personnel and Human Resources Development Agency (BKPSDM), job satisfaction has been proven to have a significant positive influence on employee performance.

The Influence of Competence, Communication, and Job Satisfaction on Employee Performance

Employee performance is not only influenced by one factor, but also influenced by a combination of various internal organizational variables such as competence, communication, and job satisfaction. (Mulia & Saputra, 2021) stated that the combination of these three factors can strengthen employee performance because they complement each other. Research (Zandria Alisna & Fernos, 2021) also explains that optimal performance can be achieved if employees have high competence, are in a good communication environment, and feel satisfaction at work. Therefore, the last hypothesis in this study is:

H4: The performance of employees at the Palembang City Personnel and Human Resources Development Agency (BKPSDM) is positively and significantly influenced by competence, communication, and job satisfaction.

The framework used in this research is:



C. RESEARCH METHODS

Research Methods

This research was conducted using associative design in a quantitative approach. The selection of this method was driven by the need to test the relationships between variables in a structured and objective manner through the application of statistical techniques. Based on the opinion of Sugiyono (2022:8), the quantitative approach has a basis in the positivism paradigm and is generally used in research on certain populations or samples by using research instruments as a measure. The type of associative research was chosen to analyze the relationship between two or more variables. In this case, the research is focused on looking at the influence of competence (X1), communication (X2), and job satisfaction (X3) as independent variables on employee performance (Y) as a bound variable.

Operational Variables and Definitions

In this study, the variables used were differentiated into two, namely the independent variable and the bound variable. Competence, communication, and job satisfaction are categorized as independent variables that are assumed to affect employee performance as bound variables. According to (Waruwu, 2022), variables are characteristics that an object has that can be measured and researched. The operational definition of each variable is formulated based on the indicators that have been determined by the researcher to then be used as a basis in the preparation of research instruments.

Population and Sample

In this study, the subjects are all employees of the Palembang City Personnel and Human Resources Development Agency (BKPSDM). The research population consists of 89 State Civil Apparatus (ASN). Because the population is relatively small, saturated sampling techniques are used so that all members of the population are included as research respondents.

Data Collection Sources and Techniques

This study uses three data collection techniques, namely: (1) questionnaire to obtain quantitative data from respondents, (2) documentation to complete administrative data, and (3) literature study as a theoretical foundation reinforcement. The data collected consists of two types. Primary data is obtained directly through the dissemination of questionnaires, while secondary data is sourced from relevant documents or references such as institutional reports, internal archives, and scientific literature.

Measurement Scale

Likert Scale measurement was used as a data measurement method in this study. Based on the opinion of Purwanto et al. (2020), this scale is designed to measure respondents' attitudes, opinions, and perceptions of certain objects or phenomena through a choice of answers that represent the level of approval or disagreement with the statements given.

Trial of Research Instruments

The initial stage before data analysis is to conduct validity and reliability tests on the research instrument.

Validity Test: The Corrected Item-Total Correlation method is used to test the extent to which the question item fits the measured construct. Items that have a significance value of < 0.05 are categorized as valid (Stefani et al., 2021).

Reliability Test: Reliability testing aims to measure the consistency of the results of a research instrument. The method used is the Cronbach Alpha coefficient, with a value limit of > 0.60 as an indicator that its reliability is adequate (Stefani et al., 2021).

Classic Assumption Test



In order for the regression model to be in accordance with the applicable basic assumptions, this study carried out the following tests:

Normality Test: This test is carried out to check the normality of data distribution as a requirement in the application of regression analysis. The data is considered normal if the significance value obtained > 0.05 (Stefani et al., 2021).

Multicollinearity Test: The purpose of this test is to identify potential high correlations among independent variables. The assessment was carried out based on the values of Tolerance and Variance Inflation Factor (VIF), where the condition of being free of multicollinearity was indicated by $VIF < 10$ and $Tolerance > 0.01$ (Stefani et al., 2021).

Heteroscedasticity Test: The purpose of this test is to ensure that the residual variance is homogeneous. The model is considered not to experience heteroscedasticity if the significance value is > 0.05 (Stefani et al., 2021).

Data Analysis Techniques

In this study, various statistical analysis techniques were used. One of them is multiple linear regression analysis, which aims to identify the co-influence of several independent variables on a single dependent variable. The regression equation model applied is as follows: $Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$

Multiple Correlation Coefficient: This analysis is used to determine the degree of relationship of three independent variables to one dependent variable simultaneously. The relationship is declared significant if the significance value is < 0.05 .

Coefficient of Determination (R^2): The value of this coefficient indicates the proportion of bound variables that can be explained by all independent variables. To get the percentage of contribution, the value of R^2 is multiplied by 100%.

Uji Hypothesis:

T-test (partial): This test aims to determine the contribution of each independent variable to the bound variable. The hypothesis will be accepted if t count exceeds t table and the significance level < 0.05 .

F (simultaneous) test: This test is used to assess the combined effect of all independent variables on bound variables. The regression model is declared significant if the significance value is < 0.05 .

D. RESULTS AND DISCUSSION

Instrument Test Results

Variabel	Item	R Count	R Table	Remarks
Competencies (X1)	X1.1	0.796	0,208	Valid
	X1.2	0.701	0,208	Valid
	X1.3	0.758	0,208	Valid
	X1.4	0.700	0,208	Valid
	X1.5	0.657	0,208	Valid
	X1.6	0.779	0,208	Valid
Communication (X2)	X2.1	0.814	0,208	Valid
	X2.2	0.762	0,208	Valid
	X2.3	0.700	0,208	Valid
	X2.4	0.817	0,208	Valid
	X2.5	0.807	0,208	Valid
	X2.6	0.765	0,208	Valid
Satisfaction Work (X3)	X3.1	0.630	0,208	Valid
	X3.2	0.709	0,208	Valid
	X3.3	0.664	0,208	Valid

	X3.4	0.642	0,208	Valid
	X3.5	0.639	0,208	Valid
	X3.6	0.691	0,208	Valid
Performance Employees (Y)	Y.1	0.671	0,208	Valid
	Y.2	0.598	0,208	Valid
	Y.3	0.605	0,208	Valid
	Y.4	0.611	0,208	Valid
	Y.5	0.643	0,208	Valid
	Y.6	0.609	0,208	Valid
	Y.7	0.667	0,208	Valid
	Y.8	0.701	0,208	Valid
	Y.9	0.509	0,208	Valid
	Y.10	0.690	0,208	Valid

In the table above, the results of the instrument validity test for the variables of competency (X1), communication (X2), job satisfaction (X3), and employee performance (Y) are presented. This test aims to assess the extent to which each question item is able to measure the construct in question. An item is declared valid if the Rcalculate value is greater than the Rtable (0.208). Based on the data displayed, all items in the four variables have RCount above Rtable, so it can be concluded that this instrument is valid and suitable for use in the next data collection.

Results of the Feasibility Test

Cronbach's Alpha method was used in the reliability test of this study. The variable is declared to have adequate reliability if Cronbach's Alpha value reaches or exceeds 0.60. Details of the reliability test results of all variables can be seen in the following table:

Table of Results of Feasibility Test			
Variabel	Cronbach Alpha	Reliable Limits	Remarks
Competencies (X ₁)	0,825	0,60	Reliabel
Communication (X ₂)	0,869	0,60	Reliabel
Job Satisfaction (X ₃)	0,740	0,60	Reliabel
Employee Performance (Y)	0,884	0,60	Reliabel

Based on the table above, all variables in this study show a Cronbach's Alpha value above 0.60, which means reliable. The Competency variable (X₁) has a value of 0.825, indicating strong internal consistency. Communication (X₂) recorded the highest score of 0.869. Job Satisfaction (X₃) was obtained at 0.740, and Employee Performance (Y) was 0.884, which indicates very high reliability. Thus, all instruments in the variables are declared trustworthy and feasible to use in the next analysis.

Classical Assumption Test Results Normality Test Results

Table of Normality Test Results

Variabel	Sig	$\alpha > 0,05$	Remarks
Unstandardized Residual	0,200	0,05	Normal
Competencies (X ₁)	0,059	0,05	Normal



Communication (X ₂)	0,182	0,05	Normal
Job Satisfaction (X ₃)	0,404	0,05	Normal
Employee Performance (Y)	0,638	0,05	Normal

To verify the fulfillment of the assumption of normality in regression, the Kolmogorov-Smirnov test was performed on all variables. The significance value obtained was above 0.05, with a residual of 0.200. These results prove that the data is normally distributed and is eligible for further analysis.

Multicollinearity Test Results

Multicollinearity Test Results Table

Variabel	Tolerance	VIF	Keterangan
Competencies (X ₁)	0,319	3,133	Bebas Multikolinearitas
Communication (X ₂)	0,321	3,113	Bebas Multikolinearitas
Job Satisfaction (X ₃)	0,442	2,264	Bebas Multikolinearitas

To check whether or not there is multicollinearity in the regression model, tests are carried out with the Tolerance and VIF indicators. All variables showed a Tolerance of more than 0.10 and a VIF of less than 10, indicating the absence of multicollinearity in the model.

Heteroscedasticity Test Results

Table of Heteroscedasticity Test Results

Variabel	Sig	$\alpha > 0,05$	Remarks
Competencies (X ₁)	,105	,05	Bebas Heterokedastisitas
Communication (X ₂)	,121	,05	Bebas Heterokedastisitas
Job Satisfaction (X ₃)	,771	,05	Bebas Heterokedastisitas

To ensure that the residual variance in the regression model is homogeneous, a heteroscedasticity test is performed using the Glejser method. The test results showed that all variables had a significance value of more than 0.05. This indicates the absence of heteroscedasticity, so the model is suitable for use in hypothesis testing.

Hypothesis Test t Test

Table of Test Results t

Variabel	t	Sig.	Keterangan
Kompetensi (X ₁)	2,391	0,019	Berpengaruh Signifikan
Komunikasi (X ₂)	3,768	0,000	Berpengaruh Signifikan
Kepuasan Kerja (X ₃)	3,612	0,001	Berpengaruh Signifikan

The Effect of Competency on Employee Performance (H1)

The t-test showed a calculated t-value of 2.391 with a significance of 0.019 (< 0.05), so H1 was accepted. This means that the higher the competence of employees at the Palembang City BKPSDM, the better the performance produced.

The Influence of Communication on Employee Performance (H2)

The Communication variable has a t count of 3.768 and a significance of 0.000. Because < 0.05 , H2 is accepted. This indicates that good communication, both vertically and horizontally, supports improved performance.

The Effect of Job Satisfaction on Employee Performance (H3)

With t count 3.612 and significance 0.001, the H3 hypothesis is accepted. This means that a high level of job satisfaction has a positive impact on improving employee performance.

Test F

Table of Test Results F

Variabel	Sig.	$\alpha < 0,05$	Remarks
Competency (X_1), Communication (X_2), and Job Satisfaction (X_3)	0.000	0.05	Significant impact

The results of the F test showed a significance value of $0.000 < 0.05$, so H4 was accepted. This means that competence, communication, and job satisfaction simultaneously have a significant effect on employee performance at the Palembang City BKPSDM.

Discussion

The Influence of Competency on Employee Performance

Competencies reflect the ability of employees to carry out their duties effectively. The results of the t-test showed a value of 2.391 with a significance of 0.019, so competence had a significant effect on performance. Competency aspects such as task understanding, cooperation, and adaptation contribute to improved performance. These findings are in line with a study (Mulia & Saputra, 2021), which states that competence positively affects the performance of employees in the public and private sectors.

The Influence of Communication on Employee Performance

Effective communication facilitates coordination and strengthens working relationships. The t-test showed a value of 3.768 and a significance of 0.000, indicating a significant influence on performance. Clear and open communication plays an important role in supporting employee productivity. This research is strengthened by the findings (Monica et al., 2025), which emphasize the importance of communication in improving work performance. Therefore, strengthening the internal communication system is a strategic step for the Palembang City BKPSDM.

The Effect of Job Satisfaction on Employee Performance

Job satisfaction reflects the employee's comfort with the environment and their duties. The calculated t-value of 3.612 with a significance of 0.001 showed a significant influence on performance. Factors such as leadership support, good working relationships, and opportunities for self-development also form satisfaction that has a positive impact on performance. These results are supported by (Stefani et al., 2021), who examined a similar context in the West Papua BKPSDM.

The Simultaneous Influence of Competence, Communication, and Job Satisfaction on Performance

The F test yielded a significance of 0.000 and an R^2 of 0.722, indicating that the three variables together affected employee performance by 72.2%. This indicates that there is a synergy between competence, communication, and job satisfaction in creating optimal performance. This finding is consistent with (Saputra & Rahmat, 2024), which also states that all three have significant contributions simultaneously. The Palembang City BKPSDM is advised to continue to improve the quality of human resources, improve communication flows, and maintain job satisfaction for sustainable organizational performance.



E. CONCLUSION AND SUGGESTIONS

Conclusion

Based on the results of the research and discussion, it can be concluded that the variables of competence (X1), communication (X2), and job satisfaction (X3) each have a positive and significant influence on employee performance (Y) at the Palembang City BKPSDM. In addition, these three variables have also been proven to simultaneously contribute significantly to improving employee performance, which shows that competence, communication, and job satisfaction are important factors in encouraging optimal performance in the agency environment.

Suggestions

Based on the conclusions of the research, there are several suggestions that can be given. The Palembang City BKPSDM is advised to continue to improve employee competencies through technical training and soft skills development on an ongoing basis, because competence has been proven to affect performance. In addition, it is necessary to build an open and responsive internal communication system, by encouraging two-way communication between superiors and subordinates to support effective task completion. Job satisfaction also needs to be maintained through awards, a conducive work atmosphere, as well as career development opportunities and employee participation in decision-making.

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