

## The Effect of Compensation and Competence on Employee Satisfaction of the Palembang City Personnel and Human Resources Development Agency

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### ABSTRACT

*The purpose of this study was to determine the effect of compensation and competence on job satisfaction of employees at the Palembang City Personnel and Human Resources Development Agency. This study employed an associative quantitative method and a questionnaire as the data collection method. The subjects of this study were 82 Civil Servants (PNS) working at the Palembang City Personnel and Human Resources Development Agency. The sample selection technique used saturated sampling, which involves selecting all members of the population as samples, so that the number of respondents equals the population. Data analysis techniques used multiple regression analysis, correlation coefficient*

*analysis, coefficient of determination analysis, partial and simultaneous tests, and data processing using SPSS. The results showed that the compensation variable significantly impacted employee job satisfaction, while the competency variable significantly impacted employee job satisfaction. The simultaneous test showed that compensation and competence significantly impacted employee job satisfaction, with a significance value of 0.000 for each. Simultaneously, these two variables also have a significant effect on job satisfaction with a significance value of 0.000 and a coefficient of determination value of 0.744, which means that 74.4% of the variation in job satisfaction can be explained by compensation and competence.*

### A. INTRODUCTION

Individual potential in important aspects plays a big role in determining the success of an institution. Competent and professional human resources play a role in improving the efficiency and operational effectiveness of Hanif's company (2025:151). In the modern era, organizations must have human resources who are able to adapt and play a maximum role in realizing the organization's targets. Human Resource Management will effectively help organizations in competing and adapting to the changing times. Professional workers are expected to be able to show high characteristics in order to make an optimal contribution to achieving company performance. In the development process, the organization must analyze and solve problems related to employee performance. Optimal employee performance is a strategic element that contributes greatly to the success of the institution in achieving its goals, including individual skills have an effect on organizational productivity. Therefore, factors such as discipline, rules, and regulations are important in maintaining consistency in employee performance. In addition, employee job satisfaction is a crucial element in increasing organizational productivity. Low job satisfaction can lead to a decrease in focus, work quality, and increase employee turnover rates. On the contrary, when employees get recognition, they are more motivated and optimal when carrying out their duties.

Labor is the main component in realizing organizational goals, especially in government institutions such as (BKPSDM) Palembang City, where employee job satisfaction is the main factor in determining the effectiveness of public services. Two important aspects that contribute to shaping employee satisfaction levels are financial and



non-financial rewards, where compensation includes financial and non-financial rewards such as salary, benefits, incentives, job promotions and job flexibility, while competencies reflect skills, and knowledge

Phenomenon in scope (BKPSDM) Based on what has been done by researchers, based on the information obtained by employees, they express satisfaction with salaries and fixed allowances, but there are several issues such as incentives that are not optimal, lack of non-financial rewards, and compensation systems that are not completely performance-based, which can reduce employee motivation and loyalty. In addition, the competency aspect is also a challenge with obstacles in fostering and developing employee competencies that have not been implemented optimally, lack of adaptation to digital technology, and mismatches between employee competencies and their placement, which have an impact on productivity, evaluating the extent to which compensation and competencies contribute to the job satisfaction of employees of the Palembang City BKPSDM and providing strategic recommendations to increase effectiveness human resource management, supporting the achievement of the organization's vision and mission, and creating professional, innovative, and quality public service-oriented apparatus.

First, the difference in geographical context, this research was previously conducted in Indramayu Regency, while this research focused on the city of Palembang. Differences in geographical conditions and work dynamics between big cities and districts are suspected to affect aspects that contribute to job satisfaction. Second, there was a difference in the organizational structure that emphasized more on innovation and employee welfare compared to the organizational structure in Indramayu Regency. Thus, this research is focused on understanding whether the compensation system and expected competencies are in accordance with the needs of employees in the city of Palembang.

Third, focus on digitalization, With the development of information technology, digital integrity in human resource management is an urgent need. This research adds a new dimension by examining whether technology integration can improve the effectiveness of compensation systems and competencies. The use of technology such as digital-based performance management systems and online training platforms is considered to increase efficiency and transparency in management

Furthermore, the specific aspects of compensation and competence, this study seeks to delve deeper into the specific elements of compensation (e.g., financial and non-financial) and competencies (e.g., managerial technical) that have the most impact on job satisfaction levels. Based on consideration of these aspects, it is hoped that the findings will be produced more effectively.

Based on the phenomenon that has been described, the researcher decided to conduct a study entitled "The Effect of Compensation and Competence on Job Satisfaction of Employees of the Palembang City Personnel and Human Resources Agency"

## **B. THEORETICAL STUDY**

### **Compensation**

Ummah (2019:12) stated that Compensation is a form of appreciation or reward given by the organization to employees as appreciation for the implementation and completion of tasks in accordance with the responsibilities received or the achievement of standards and targets that have been set.

This is supported by Mujanah (2020:1) compensation is a form of reward given to employees in return for their contribution to the organization. This award can be in the form of financial compensation, such as salary and benefits, or non-financial, such as recognition, promotion, a supportive work environment, and other forms of appreciation.

Mujanah (2020:4) stated that the company's goals of providing compensation include, Retaining existing employees, The level of employee satisfaction with the compensation system greatly influences their decision to stay in the company. And compensation should be given openly and clearly conveyed to all members of the organization. This transparency is

important to prevent misunderstandings and increase trust between employees and management.

Based on the various definitions that have been put forward, compensation can be classified as a reward that is a form of organizational appreciation to employees for their performance, both in the form of financial compensation such as wages, allowances, and additional incentives, and non-financial such as appreciation, position, and a conducive work environment, compensation that is given fairly and reflects the employee's contribution can have an effect.

Mujanah (2020:4) stated that the purpose of the company to provide compensation is to retain existing employees, the level of employee satisfaction with the compensation system greatly affects their decision to stay in the company. As well as transparency and openness Compensation should be given openly and clearly conveyed to all members of the organization. This transparency is important to prevent misunderstandings and increase trust between employees and management.

Marnisah (2019:129) stated that the provision of compensation in an organization is influenced by various factors. These factors are a challenge in formulating compensation policies, namely individual employee factors In addition to internal organizational factors, employees' personal factors greatly affect compensation, including productivity level, job roles, academic qualifications Factors outside the organization Factors outside the organization are factors that affect the amount or amount of compensation a person gets, including the availability and need of labor and the level and cost of living. And Factors in the organization such as the Company's Budget.

Widyaningrum (2024:20) states that there are several indicators, namely:

1. Upah dan Gaji

Pengertian Upah dan gaji memiliki perbedaan meskipun sering di anggap serupa. Upah biasanya diberikan kepada pegawai harian atau pegawai yang terlibat langsung dalam proses produksi, dengan status yang umumnya tidak tetap. Pembayaran upah dapat dilakukan secara harian, mingguan, atau bulanan, tergantung pada kesepakatan antara pegawai dan manajemen perusahaan. Sementara itu, gaji merujuk pada kompensasi tetap yang diberikan secara rutin kepada pegawai yang telah ditetapkan sebelumnya.

2. insentif

Insentif merupakan tambahan kompensasi diluar upah atau gaji pokok. Pemberian insentif bertujuan untuk memberikan penghargaan kepada pegawai ayan berhasil mencapai target tertentu atau menunjukkan kinerja yang unggul. Hal ini juga berfungsi sebagai motivasi tambahan agar pegawai terus meningkatkan produktivitas mereka.

3. Tunjangan

Tunjangan merupakan bentuk kompensasi tambahan yang melengkapi gaji pokok. Tunjangan dapat berupa manfaat tambahan seperti fasilitas kesehatan, biaya perjalanan, program liburan, atau bentuk dukungan lain yang bertujuan untuk meningkatkan kesejahteraan pegawai.

4. Fasilitas

Fasilitas merupakan bentuk kompensasi non-tunai yang diberikan dalam bentuk ranah atau infrastruktur untuk mendukung kinerja pegawai. Contoh fasilitas ini meliputi penyediaan kendaraan dinas, akses internet, tempat tinggal, atau perlengkapan kerja lainnya yang bertujuan untuk meningkatkan kenyamanan dan efisiensi kerja.

## Competencies

Susilowati (2021:9) stated that competence is the knowledge, skills, capabilities, and work attitude possessed and applied by an employee in carrying out his duties are important elements that contribute to the achievement of work results that are in line with the organization's business strategy. Then Tiwa (2022:21) stated that compensation can be interpreted as a set of skills and characteristics needed in carrying out duties in accordance with their positions, so that employees are able to carry out their responsibilities professionally, effectively, and efficiently. This opinion is supported by Maswanto (2022:42)



that competence is an individual's ability to master and apply certain knowledge, skills, and work attitudes in the work environment, which are adjusted to the performance standards that have been set.

Then Tiwa (2022:21) stated that compensation can be interpreted as a set of skills and characteristics needed in carrying out duties in accordance with their positions, so that employees are able to carry out their responsibilities professionally, effectively, and efficiently. This opinion is supported by Maswanto (2022:42) that competence is an individual's ability to master and apply certain knowledge, skills, and work attitudes in the work environment. .

Agustina (2024:82) stated that the purpose of the company's competencies aims to ensure that each employee is able to complete their work according to their field optimally. Competency has an important role because it relates to individual skills that support performance achievement.

Daengs (2022:132) stated that there are three indicators of competence, which are as follows:

a. Knowledge

The information and understanding they have become the basis for running and in accordance with their field or work unit.

b. Skill

The form of business in completing the tasks and responsibilities entrusted by the company to employees optimally. The types of skills possessed include technical skills, as well as conceptual skills.

### **Job satisfaction**

Tanjung (2020:67) stated that job satisfaction is a subjective aspect. This is supported by Pranogyo (2021:36) job satisfaction reflects an individual's positive view of their work, which is formed through an assessment process of various factors that affect work experience.

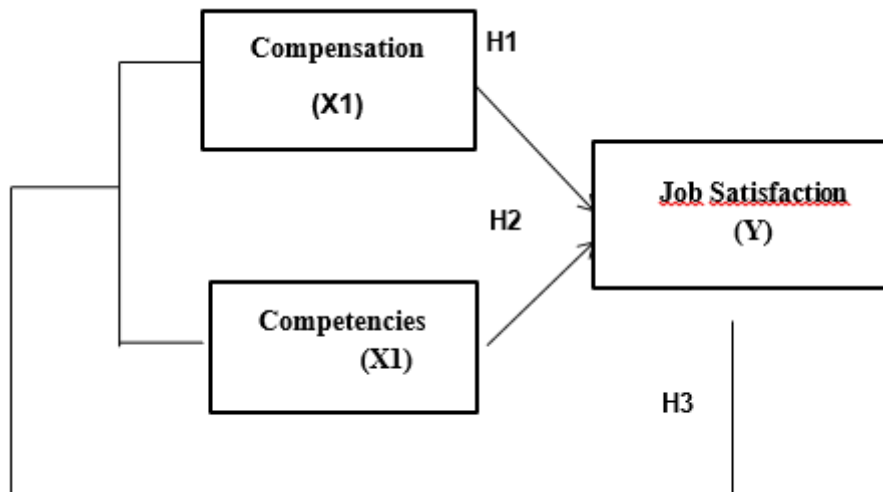
Tanjung (2020:68) explained that the components that affect are individual employee factors such as educational background, work experience history, developmental phases, and attitudes in carrying out duties. And work-related factors include the type of tasks performed, the organizational structure of the workplace, rank and position, as well as the quality of social relations and interactions between colleagues

The conclusion of the view shows that job satisfaction indicates a positive response that individuals feel to the work done as a result of an evaluation of various job characteristics. In the context of this study, the job satisfaction of Palembang City BKPSDM employees will be analyzed based on the influence of competence and compensation obtained by employees.

Widyaningrum (2024:46) explained that indicators of job satisfaction include,. Psychological factors This factor is related to the psychological aspects of employees, including interest, calmness at work, attitude towards work, and feelings while carrying out duties.

### **Frame of Mind**

Sugiyono (2021:108) shows the relationship between variables that are considered relevant to the problem being studied. And serves as a guide to understand, analyze, and explain the relationship between elements that are relevant to the research problem. So as to provide a clear basis to achieve the research objectives.



### Research Hypothesis

Sugiyono (2019:115) states that the hypothesis is an initial conjecture that becomes a question:

H<sub>1</sub> : compensation affects the job satisfaction of Palembang City BKPSDM employees.

H<sub>2</sub> : competencies affect the job satisfaction of Palembang City BKPSDM employees.

H<sub>3</sub> : compensation and competence affect the job satisfaction of Palembang City BKPSDM employees.

### C. RESEARCH METHODS

Sugiyono (2021:9) describes it as an approach to obtaining accurate data, which can be trusted to describe, prove, develop, discover, or create new knowledge, products, or actions. The results of this method are expected to be used to understand, solve, anticipate problems, and encourage progress in the field of education.

Martono (2023:151) is defined as criteria that are relevant to the focus of the research. In this study, the population used was 82 employees at BKPSDM Palembang City. Martono (2023:151) explained that a sample is a specific group or condition of representative population members who are selected based on certain procedures. Samples are used to perform testing in research.

This study uses questionnaires as a data collection tool. The compensation variable includes 10 statement items, the competency variable consists of 8 statement items, and the job satisfaction variable also contains 8 statement items. The questionnaire was distributed to 82 respondents. in a research because it aims to get the information needed, namely through a questionnaire (Questionnaire) is carried out by distributing a questionnaire that contains questions related to the topic to be researched. and Documentation This method is done to submit documents using valid and accountable evidence. The measurement scale is applied as an instrument of variables such as compensation, competence, and job satisfaction. This scale is used to assess the extent of respondents' approval of pre-drafted statements.

Sugiyono (2021:75) stated that variables in research are elements that have different properties or values in certain people, objects, organizations, or activities that are used as research centers to be analyzed and concluded, namely

a). Independent Variables (Independent)

Sugiyono (2021:75) refers to the occurrence of changes or influences on bound variables. In this study, compensation (X<sub>1</sub>) and competency (X<sub>2</sub>) were determined as independent variables.

b.). Bound Variables (dependent)



Sugiyono (2021:75) dependent variables resulting from changes that occur. In this study, the bound variable studied was job satisfaction (Y)

**D. RESULTS AND DISCUSSION**

**Validity Test**

Priyatno (2024:22) stated that the validity test aims to assess the extent to which an item can be declared and categorized as valid.

**Compensation Validity Test Results (X1)**

Item	Sig. (2-tailed)	$\alpha \leq 0,05$	Remarks
X1.1	0,000	$\leq 0,05$	Valid
X1.2	0,000	$\leq 0,05$	Valid
X1.3	0,000	$\leq 0,05$	Valid
X1.4	0,000	$\leq 0,05$	Valid
X1.5	0,000	$\leq 0,05$	Valid
X1.6	0,000	$\leq 0,05$	Valid
X1.7	0,000	$\leq 0,05$	Valid
X1.8	0,000	$\leq 0,05$	Valid
X1.9	0,000	$\leq 0,05$	Valid
X1.10	0,000	$\leq 0,05$	Valid

*Source : Primary data processed (2025)*

Based on the table of validity test results above, all question items in the compensation variable (X1) have a significance value of  $\leq 0.05$ . Therefore, all items in the compensation variable (X1) are declared valid and suitable for use in the study.

**Competency Validity Test Results (X2)**

Item	Sig. (2-tailed)	$\alpha \leq 0,05$	Remarks
X1.1	0,000	$\leq 0,05$	Valid
X1.2	0,000	$\leq 0,05$	Valid
X1.3	0,000	$\leq 0,05$	Valid
X1.4	0,001	$\leq 0,05$	Valid
X1.5	0,000	$\leq 0,05$	Valid
X1.6	0,000	$\leq 0,05$	Valid
X1.7	0,000	$\leq 0,05$	Valid
X1.8	0,000	$\leq 0,05$	Valid

*Source : Research results, data processed 2025*

Based on the validity test table, the compensation variable above has a significant value, therefore. All items in the competency variable (X2) can be declared eligible,

**Results of the Validity Test Job Satisfaction (Y)**

Item	Sig. (2-tailed)	$\alpha \leq 0,05$	Remarks
Y1	0,000	$\leq 0,05$	Valid
Y2	0,000	$\leq 0,05$	Valid
Y3	0,000	$\leq 0,05$	Valid
Y4	0,000	$\leq 0,05$	Valid
Y5	0,000	$\leq 0,05$	Valid
Y6	0,000	$\leq 0,05$	Valid
Y7	0,000	$\leq 0,05$	Valid
Y8	0,000	$\leq 0,05$	Valid

*Source : Primary data processed (2025)*

Based on the table of validity test results above. All items in the job satisfaction variable (Y) were declared valid and suitable for use in the study.

## Reliability Test

Priyatno (25:2024) explained that the reliability test is used to measure used for the variable questionnaire to be expressed for reliability using the Alpha Cronbach measuring instrument.

Reliability Test Results			
Variabel	Cronbach's Alpha	Batasan Penerimaan Reliabilitas	Remarks
Compensation (X1)	0,681	0,6	Reliabel
Competencies (X2)	0,732	0,6	Reliabel
Job Satisfaction (Y)	0,663	0,6	Reliabel

Sumber : Data primer diolah (2025)

Based on the table of reliability test results above, it is known that the reliability coefficient values for the compensation variables (X1), competence (X2), and job satisfaction (Y) all exceed the minimum reliability limit, which is 0.6. Thus, the three variables can be declared reliable and consistent to be used in this study.

## Normality Test

Kolmogrov-Smirnov Test Results		
One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		82
Nomal Parameters <sup>a,b</sup>	Mean	,0000000
	Std. deviation	1,64730503
Most Extreme Differences	Absolute	,079
	Positive	,071
	Negative	-,079
Test Statistic		,079
Asymp. Sig. (2-tailed)		,200 <sup>c,d</sup>

Source : Primary data processed (2025)

Berdasarkan tabel hasil uji normalitas di atas, diperoleh nilai signifikansi *Asymp. Sig. (2-tailed)* sebesar 0,200. Karena nilai tersebut lebih besar dari tingkat signifikansi 0,05 ( $0,200 > 0,05$ ), maka dapat disimpulkan bahwa data dalam penelitian ini berdistribusi normal.

## Uji Multikolinearitas

Hasil Uji Multikolinieritas			
Coefficients <sup>a</sup>			
Model	Collinearity Statistics		
	Tolerance	VIF	
1			
(Constant)			
Compensation	,761	1,314	
Competencies	,761	1,314	

Source : Research results, data processed 2025

Based on the table of multicollinearity test results above, it can be seen that the tolerance value for the compensation variable (X1) and competency variable (X2) is 0.761, which is greater than 0.1, respectively, and the VIF value for the compensation and competency variable is 1.314, which is less than 10. Thus, it can be concluded that there is no problem of multicollinearity in this research model.



### Heteroscedasticity Test

Variabel	Signifikan	Keterangan
Compensation (X <sub>1</sub> )	,420	Heteros does not occur
Competencies (X <sub>2</sub> )	,199	Heteros does not occur

Heteroscedasticity testing is biased to see that the significant values of the two variables, namely the compensation variable (X<sub>1</sub>) and the competency variable (X<sub>2</sub>), are 0.420 and 0.199.

### Multiple Regression Test

Model	B	Std. Error	Beta
1 (Constant)	10,758	3,085	
Kompensasi	,710	,073	,612
Kompetensi	,694	,080	,750

Dependent Variable: Job Satisfaction

Source : Research results, data processed 2025

$$Y = 10,758 + 0,710 X_1 + 0,694 X_2$$

- a) A value of 10,758 job satisfaction has not been affected by compensation variables (X<sub>1</sub>) and competency (X<sub>2</sub>). If the independent variable does not exist, then the job satisfaction variable does not change.
- b) b<sub>1</sub> the value of the regression coefficient X<sub>1</sub> of 0.710 shows that the compensation variable has a positive influence on job satisfaction, which means that every increase in one unit of the compensation variable can affect job satisfaction by 0.710.
- c) b<sub>2</sub> The value of the X<sub>2</sub> regression coefficient of 0.694 shows that the competency variable has a positive influence on job satisfaction, which means that every increase in one unit of competency variable can affect job satisfaction by 0.694.

### Coefficient Determination Test

Korelasi	R Square	Adjusted R Square	Std. Error of the Estimate
1	.744 <sup>a</sup>	,553	,542

a. Predictors: (Constant), Competence, Compensation

Source : Research results, data processed 2025

### Hasil Uji T

Ho : independent variables have no partially significant effect on dependent variables.

Ha : independent variables have a partially significant effect on dependent variables.

If the probability value < from a significant value of 0.05 then Ho is rejected. If the probability value > from a significant value of 0.05 then Ho is accepted and Ha is rejected.

### Test Results t (Partial Test)

Model	ig.
onstant)	,488 01
ompensasi	,139 00
ompetensi	,697 00

Dependent Vriable: Job Satisfaction

Source : Research results, data processed 2025

## Simultaneous F Test Results

NOVA <sup>a</sup>		
Model		Sig.
1	Regression	.000 <sup>b</sup>
	Residual	
	Total	

a. Dependent Variable: job satisfaction

1. Predictors: (Contant), Competence, Compensation

**Source : Research results, data processed 2025**

test F (simultaneous test) above, that a significant value of 0.000 is less than 0.05 ( $0.000 < 0.05$ ), it can be concluded simultaneously or simultaneously that there is a significant influence between the variables of compensation and competency (independent) on the variables of job satisfaction (dependent)

## Discussion

### The Effect of Compensation and Competence on the Job Satisfaction of Employees of the Palembang City Personnel and Human Resources Development Agency

#### Effect of Compensation (X1) on Job Satisfaction (Y)

Based on questionnaire data distributed to 82 respondents, with 10 question items, it was stated that as many as 43% to 55% of respondents chose to strongly agree, and 30% to 54% of respondents chose to agree with statements that reflect compensation indicators. Meanwhile, only 10% to 18% of respondents chose the category of hesitation, while disagreement was not chosen at all. These findings are positive for compensation reflecting that compensation has been viewed as an adequate and supportive factor.

The results of this study are also in line with the research conducted by Mutiara et.al (2025) whose partial test results stated that the compensation variable has a significant effect on job satisfaction. Furthermore, research conducted by Vilzati et.al (2021) stated the results of the partial test that the compensation variable has a significant effect on job satisfaction.

#### The Effect of Competency (X2) on Job Satisfaction (Y)

This is strengthened by questionnaire data distributed to 82 respondents, with 8 question items that use 4 main indicators of competence, namely knowledge, skills, attitude, and love for work. Stating that as many as 35% to 46% of respondents answered strongly in agreement with statements related to competence. Meanwhile, only 1% to 7%, Temuan views that their competence in terms of knowledge, skills, as well as their attitude and enthusiasm for work is good and contributes to their job satisfaction

#### The Effect of Compensation (X1) and Competency (X2) on Job Satisfaction (Y).

Based on the results of the correlation coefficient test of the compensation variable (X1) to the variable of job satisfaction (Y) obtained an interpretation value of 0.751, it can be said to be strong because it is in the range of 0.60 – 0.799, and the results of the correlation coefficient of the compensation variable (X2) to the variable of job satisfaction (Y) get an interpretation value of 0.744, so it can be said to be strong because it is in the range of 0.60 – 0.799. Furthermore, the results of the determination correlation coefficient test obtained a value of 0.744 which means 74.4%. The value of job satisfaction can be explained by the independent variables of compensation and competence while 25.6% is found in other variables that are not studied.

These results were strengthened by questionnaire responses of 82 total of 18, compensation of 10 items and competency of 8 items. For the compensation variable, the majority of respondents responded strongly in favor (43-55%) and agreed (30-54%) on items



related to wages and salaries, benefits, and facilities. Likewise with the competency variable, respondents also showed a positive perception of aspects of knowledge, skills, attitudes and likes for work, with percentages strongly agreeing (35-46%) and agreeing (46-63%), and only (1-7%) answered hesitantly. No respondents answered no and strongly disagreed for both variables.

## E. CONCLUSION AND SUGGESTIONS

### Conclusion

The conclusions of this study are as follows:

- 1) Partial compensation has a positive and significant effect on job satisfaction. This means that if the compensation given to employees is increased or managed properly, then the level of employee job satisfaction will also increase.
- 2) Competence partially has a positive and significant effect on job satisfaction. This means that if employee competencies continue to be developed through training, skill improvement, and relevant knowledge, it will have a positive impact on job satisfaction.
- 3) This means that if employee competencies continue to be developed through training, skill improvement, and relevant knowledge, it will have a positive impact
- 4) Based on the results of the F test (simultaneous test), namely compensation and competence for job satisfaction. This means that if compensation and competencies are managed simultaneously and optimally, it can significantly increase job satisfaction.

### Suggestion

Based on the above conclusions, the author provides some suggestions as follows:

- 1) Improvement of the Compensation System, namely the management is advised to continue to evaluate and adjust the compensation system.
- 2) Employee Competency Development is the need to conduct regular training and development to improve employee competence, both through technical training, seminars, workshops, and further education.
- 3) The creation of a Supportive Work Environment is in addition to compensation and competence, aspects of the work environment also need to be considered as the main support in creating optimal job satisfaction

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