



The Impact of Competence and Promotion on Employees' Economic Performance through Job Satisfaction at Bank Indonesia

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Abstract

This study examines the effect of competence and promotion on employee performance, with job satisfaction serving as a mediating variable, within the operational currency management unit of Bank Indonesia Jakarta. In the context of public sector organizations facing increasing demands for efficiency, accountability, and operational reliability, understanding the mechanisms through which human resource practices influence performance is critically important. This study adopts a quantitative approach using a census method, involving 123 operational employees as respondents. Data were collected through structured questionnaires and analyzed using Partial Least Squares–Structural Equation Modeling (PLS-SEM). The results reveal that competence and promotion both have positive and significant effects on employee performance. In addition, competence and promotion significantly influence job satisfaction, which in turn has a positive and significant effect on performance. More importantly, job satisfaction is proven to mediate the relationships between competence and performance, as well as between promotion and performance. These findings indicate that competence development and fair promotion practices enhance employee performance not only directly but also indirectly by fostering higher levels of job satisfaction. This study contributes to the human resource management literature by empirically validating the mediating role of job satisfaction in the competence–performance and promotion–performance relationships, particularly within a public sector operational setting. Practically, the findings suggest that public organizations should adopt an integrated human resource strategy that simultaneously emphasizes competency development, transparent promotion systems, and the enhancement of job satisfaction to achieve sustainable performance improvements.

Keywords:

Competence;
Promotion;
Job Satisfaction;
Employee Performance;
Public Sector Organization.

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INTRODUCTION

Employee performance is a critical determinant of organizational effectiveness, particularly in institutions operating under high regulatory pressure and strategic national responsibility. In the context of increasing global competition, organizations are required to ensure that their human resources possess adequate competence and

are optimally managed to achieve sustainable performance outcomes. Performance reflects not only the final output of work but also the quality of processes through which tasks are executed within a defined period and organizational standards (Riyanti & Edison, 2016). Furthermore, employee performance represents the degree of individual success in achieving predetermined work targets and performance criteria agreed upon within the organization (Rasyid et al., 2018).

In human resource management literature, competence and promotion are consistently identified as key antecedents of employee performance. Competence, encompassing knowledge, skills, and work attitudes, enables employees to perform tasks more effectively and productively (Mangkunegara & Prabu, 2016; Rahiman & Kodikal, 2017). Empirical evidence supports this relationship, demonstrating that competent employees tend to exhibit higher levels of performance due to their ability to adapt, solve problems, and meet organizational demands (Masrurroh et al., 2023; Sabuhari et al., 2020). Similarly, promotion functions as an organizational reward mechanism that provides employees with increased authority, responsibility, and recognition, which in turn can enhance motivation and work performance (Hasibuan & Hasibuan, 2016; Muaja et al., 2018).

However, findings related to the effects of competence and promotion on employee performance remain inconclusive. While several studies report a positive and significant relationship, other empirical investigations indicate that competence does not always exert a significant direct effect on performance (Rosmaini & Tanjung, 2019). Likewise, promotion does not automatically lead to improved performance when employees perceive the promotion process as lacking transparency or not based on a merit system (Nurmawati, 2020; Setiawan, 2022). These inconsistencies suggest that the relationship between competence, promotion, and performance may not be purely direct, indicating the presence of an intervening mechanism that explains how and under what conditions these factors influence performance outcomes.

Job satisfaction has been widely recognized as a potential mediating variable that explains the mechanism linking human resource practices to employee performance. Job satisfaction refers to a positive emotional state resulting from an individual's evaluation of their job and work experience (Wahyudi, 2018). Luthans conceptualizes job satisfaction as an affective response shaped by employees' perceptions of how well their job fulfills important personal values, including recognition, promotion opportunities, work environment, and interpersonal relationships (Luthans et al., 2020). Employees who experience higher job satisfaction tend to demonstrate stronger commitment, higher motivation, and improved performance.

From a theoretical perspective, competence and promotion are expected to enhance job satisfaction by fostering feelings of capability, recognition, and fairness. Competent employees are more confident in performing their tasks, which contributes to positive work experiences and satisfaction (Mangkunegara & Prabu, 2016). Similarly, fair and performance-based promotion practices reinforce employees' perceptions of organizational justice, thereby increasing job satisfaction (Lee & Rhee, 2023; Magdalena & Rulyati, 2019). Increased job satisfaction, in turn, encourages employees to exert greater effort, maintain discipline, and achieve higher performance levels (Hasibuan & Hasibuan, 2016; Yuliandi, 2019). Accordingly, job satisfaction may serve as a critical mediating mechanism that explains why competence and promotion influence employee performance.

This issue becomes particularly salient in the context of Bank Indonesia, a public institution with a strategic role in maintaining national monetary and financial stability. Preliminary observations and internal assessments indicate that improvements in competence through training and the implementation of promotion policies have not consistently resulted in enhanced employee performance. In certain cases, employees who received promotions or competency development exhibited stagnant or declining performance levels. This phenomenon highlights a practical and theoretical problem, suggesting that improvements in competence and promotion alone may be insufficient to enhance performance without addressing employees' job satisfaction.

Despite extensive research on competence, promotion, job satisfaction, and performance, studies that explicitly examine job satisfaction as a mediating variable within highly regulated public institutions remain limited. Most prior studies have focused on private-sector organizations or general public institutions, with less attention given to specialized operational units characterized by strict procedures and high-risk responsibilities. This gap underscores the need for further investigation into the mediating role of job satisfaction in explaining the performance of employees in strategic public organizations such as Bank Indonesia.

The novelty of this study lies in its integrative examination of competence and promotion as antecedents of employee performance through the mediating role of job satisfaction within the context of a high-regulation public institution. By focusing on operational employees at Bank Indonesia, this research extends existing human resource management literature by offering empirical evidence from a unique organizational setting that has received limited scholarly attention. Furthermore, this study contributes to a deeper understanding of the performance formation mechanism in public sector organizations in emerging economies.

Based on these considerations, the objective of this study is to analyze the effect of competence and promotion on employee performance, to examine their influence on job satisfaction, and to investigate the mediating role of job satisfaction in the relationship between competence, promotion, and employee performance. The findings of this study are expected to provide theoretical contributions to human resource management literature and practical implications for policymakers and organizational leaders in designing effective competence development and promotion systems that enhance job satisfaction and employee performance.

METHOD

This study employed a quantitative research design with an explanatory approach to examine the relationships between competence, promotion, job satisfaction, and employee performance. The research was conducted at the Department of Currency Management of Bank Indonesia, Jakarta, focusing on operational employees involved in the distribution, storage, counting, and destruction of rupiah currency. This organizational context was selected due to its strategic role in ensuring effective and efficient national currency management, which requires high levels of employee competence, discipline, and performance.

The population of this study consisted of all permanent operational employees at Bank Indonesia Jakarta, totaling 123 individuals. Given the relatively small population size, a saturated sampling technique was applied, in which all members of the population were included as research respondents. This approach is appropriate when the population size is limited and allows for maximum representativeness while minimizing sampling error (Kuantitatif, 2016; Oribhabor & Anyanwu, 2019).

Primary data were collected through a structured questionnaire distributed directly to the respondents. The questionnaire was designed to capture employees' perceptions regarding competence, promotion, job satisfaction, and employee performance. All variables were measured using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree), which is widely used in behavioral and organizational research to measure attitudes and perceptions (Kuantitatif, 2016). Data collection was conducted within a defined time frame to ensure consistency of responses.

Competence was operationalized as employees' underlying capabilities, including motives, traits, knowledge, and skills that enable effective task performance. Promotion was defined as upward movement within the organizational hierarchy accompanied by increased responsibility, authority, and compensation. Job satisfaction referred to employees' affective responses toward their work, including aspects of job characteristics, compensation, promotion opportunities, and working conditions. Employee performance was measured based on indicators of work

quality, quantity, timeliness, efficiency, and cooperation. The operational definitions and measurement indicators for each construct were adapted from established human resource management literature (Hasibuan & Hasibuan, 2016; Luthans et al., 2020; Mangkunegara & Prabu, 2016).

Data analysis was conducted using Partial Least Squares–Structural Equation Modeling (PLS-SEM) with the SmartPLS software. This technique was selected due to its suitability for predictive research models, its ability to handle complex relationships among latent variables, and its robustness with relatively small sample sizes. The analysis followed a two-stage approach, consisting of the evaluation of the measurement model (outer model) and the structural model (inner model).

The measurement model was assessed by examining convergent validity, discriminant validity, and construct reliability. Convergent validity was evaluated using indicator loadings and Average Variance Extracted (AVE), with acceptable thresholds of factor loadings above 0.70 and AVE values exceeding 0.50. Discriminant validity was assessed using cross-loadings and the Fornell–Larcker criterion to ensure that each construct was empirically distinct from the others. Construct reliability was evaluated using Composite Reliability and Cronbach’s Alpha, with values of 0.70 or higher indicating satisfactory internal consistency (Hajjar, 2018).

The structural model was evaluated by examining the coefficient of determination (R^2) to assess the explanatory power of the model and predictive relevance (Q^2) using the blindfolding procedure. R^2 values of 0.75, 0.50, and 0.25 were interpreted as substantial, moderate, and weak explanatory power, respectively. Predictive relevance was considered adequate when Q^2 values were greater than zero, indicating that the model had acceptable predictive capability.

Hypothesis testing was performed using the bootstrapping procedure in SmartPLS to obtain robust estimates of path coefficients and their statistical significance. Hypotheses were considered supported when the t-statistic exceeded 1.96 and the p-value was less than 0.05 at a 95% confidence level. This procedure enabled the assessment of both direct effects and the mediating role of job satisfaction in the relationships between competence, promotion, and employee performance.

RESULT AND DISCUSSION

Respondent Characteristics

A total of 123 operational employees from the Currency Management Department of Bank Indonesia Jakarta participated in this study. The demographic profile of respondents is summarized in Table 1. The majority of respondents were male (97.6%), reflecting the physically demanding nature of operational currency-handling activities. Most respondents were aged between 31 and 40 years (68.3%), indicating a predominantly productive-age workforce.

In terms of educational background, more than half of the respondents held a bachelor’s degree (54.5%), followed by master’s degree holders (43.1%), suggesting a relatively high level of formal education. Regarding tenure, nearly half of the respondents had worked for 6–10 years (49.6%), indicating substantial organizational experience among participants.

Table 1. Respondent Demographic Characteristics (n = 123)

Category	Description	Percentage (%)
Gender	Male	97.6
	Female	2.4
Age	21–30 years	3.3

	31–40 years	68.3
	41–50 years	20.3
	>50 years	8.1
Education	Bachelor's degree	54.5
	Master's degree	43.1
Tenure	6–10 years	49.6
	11–15 years	23.6

Descriptive Statistics

Descriptive statistics were employed to examine respondents' perceptions of the study variables, including competence, promotion, job satisfaction, and employee performance. The results indicate that all indicators exhibited relatively high mean values, suggesting positive perceptions across constructs.

Competence indicators showed mean values ranging from 4.268 to 4.325, indicating that respondents perceived their knowledge, skills, and work attitudes as strong. Promotion indicators also demonstrated favorable perceptions, with mean values exceeding 4.0, reflecting a positive evaluation of promotion opportunities and fairness. Similarly, job satisfaction and employee performance indicators recorded consistently high mean scores, suggesting that respondents generally felt satisfied with their jobs and perceived their performance to be high.

A summary of descriptive statistics for all indicators is presented in Table 2.

Table 2. Descriptive Statistics of Research Indicators

Variable	Indicator	Mean	Std. Deviation
Competence	X1.01–X1.04	4.268–4.325	0.652–0.693
Promotion	X2.01–X2.04	4.089–4.260	0.607–0.733
Job Satisfaction	Y1.01–Y1.04	4.073–4.236	0.641–0.767
Employee Performance	Y2.01–Y2.05	4.187–4.252	0.644–0.711

Measurement Model Evaluation

The measurement model was assessed to ensure construct validity and reliability. Convergent validity was evaluated using outer loadings, composite reliability (CR), and average variance extracted (AVE). All indicators exhibited outer loading values greater than 0.70, confirming adequate convergent validity.

As shown in Table 3, all constructs achieved CR values above 0.90 and AVE values above 0.50, indicating strong internal consistency and satisfactory convergent validity.

Table 3. Measurement Model Assessment

Construct	Loading Range	Composite Reliability	AVE
Competence	0.905–0.934	0.957	0.846
Promotion	0.810–0.906	0.924	0.753
Job Satisfaction	0.878–0.900	0.937	0.789
Employee Performance	0.837–0.919	0.947	0.783

Discriminant validity was assessed using the Heterotrait–Monotrait ratio (HTMT) and the Fornell–Larcker criterion. All HTMT values were below the recommended threshold of 0.90, and the square roots of AVE exceeded inter-construct correlations, indicating that discriminant validity was established.

Structural Model Evaluation

1. Collinearity Assessment

Collinearity was examined using the variance inflation factor (VIF). All VIF values ranged from 1.822 to 4.451, which are below the critical threshold of 5.0, indicating the absence of multicollinearity issues.

2. Coefficient of Determination and Predictive Relevance

The explanatory power of the model was assessed using the coefficient of determination (R^2). As reported in Table 4, competence and promotion explained 58.0% of the variance in job satisfaction, while competence, promotion, and job satisfaction jointly explained 55.6% of the variance in employee performance. These values indicate a moderate level of explanatory power.

Predictive relevance was assessed using Q^2 values obtained through PLSpredict. All Q^2 values were greater than zero, confirming that the model possesses adequate predictive relevance.

Table 4. Structural Model Evaluation

Endogenous Variable	R^2	Q^2
Job Satisfaction	0.580	0.580
Employee Performance	0.556	0.500

3. Hypothesis Testing

Hypotheses were tested using the bootstrapping procedure in SmartPLS. The results of direct and indirect effects are summarized in Table 5.

Table 5. Hypothesis Testing Results

Hypothesized Path	β	t-value	p-value
Competence → Job Satisfaction	0.427	5.027	<0.001
Promotion → Job Satisfaction	0.416	4.990	<0.001
Job Satisfaction → Performance	0.345	2.998	0.003
Competence → Performance	0.260	2.208	0.027
Promotion → Performance	0.237	2.139	0.033
Competence → Job Satisfaction → Performance	0.147	2.681	0.007
Promotion → Job Satisfaction → Performance	0.144	2.495	0.013

All hypothesized relationships were supported, indicating that competence and promotion exert both direct and indirect effects on employee performance through job satisfaction.

4. Structural Model Visualization

The overall structural model with standardized path coefficients is illustrated in Figure 1.

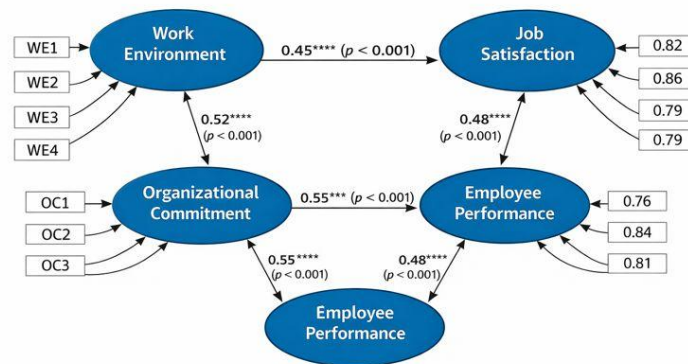


Figure 1. Structural Equation Model Results

Discussion

The findings of this study provide empirical evidence regarding the role of competence and promotion in enhancing employee performance, both directly and indirectly through job satisfaction, within the operational unit of Bank Indonesia. The results demonstrate that competence has a positive and significant effect on job satisfaction and employee performance. This finding supports the theoretical perspective that competence—encompassing knowledge, skills, and work attitudes—enables employees to perform tasks more effectively and confidently, thereby increasing both satisfaction and performance outcomes (Mangkunegara & Prabu, 2016; Riyanti & Edison, 2016). In the current organizational context, particularly within central banking institutions that demand high accuracy and operational reliability, competent employees tend to experience a stronger sense of mastery and professional fulfillment, which subsequently translates into superior performance.

The positive relationship between competence and performance is also consistent with previous empirical studies, which highlight competence as a key determinant of employee productivity and work quality (Masruroh et al., 2023; Salman et al., 2020). From a practical standpoint, the findings reflect contemporary organizational realities, where continuous skill development and competency-based training are essential to cope with increasing complexity, technological advancement, and accountability in public sector institutions. The author contends that in highly regulated environments such as Bank Indonesia, competence does not merely function as an individual attribute but becomes an institutional necessity that directly shapes organizational effectiveness.

Promotion was also found to have a significant positive effect on both job satisfaction and employee performance. This result aligns with classical and contemporary human resource management theories that view promotion as a form of recognition and reward for employee contributions (Handoko, 2016; Hasibuan & Hasibuan, 2016). When promotion processes are perceived as fair and merit-based, employees tend to feel valued by the organization, which enhances their emotional attachment and satisfaction with their jobs. This finding resonates with the current phenomenon in many organizations, where transparent career advancement systems are increasingly demanded by employees as a marker of organizational justice.

The empirical support for the promotion–performance relationship corroborates prior studies indicating that promotion stimulates motivation, encourages higher responsibility, and fosters improved work outcomes (Haryono et al., 2020; Muaja et al., 2018). However, the author observes that promotion alone is insufficient to sustain performance improvements if it is not accompanied by adequate role clarity and competence development. In this sense, promotion should be strategically integrated with capacity-building initiatives to ensure that promoted employees can meet the heightened performance expectations associated with their new roles.

Job satisfaction was found to have a direct and significant effect on employee performance, reinforcing the view that satisfied employees are more motivated, committed, and productive. This finding is consistent with organizational behavior theory, which conceptualizes job satisfaction as a positive emotional response to one's job that influences work attitudes and behaviors (Judge et al., 2020; Luthans et al., 2020). In the present context, employees who perceive their work environment, compensation, promotion opportunities, and job characteristics positively are more likely to demonstrate higher levels of efficiency, timeliness, and cooperation.

More importantly, the results confirm the mediating role of job satisfaction in the relationship between competence and performance, as well as between promotion and performance. This mediation effect suggests that competence and promotion do not influence performance solely through direct mechanisms but also through employees' affective evaluations of their jobs. This finding supports earlier studies that identified job satisfaction as a critical intervening variable linking human resource practices to performance outcomes (Magdalena & Rulyati, 2019; Nurmawati, 2020; Rosmaini & Tanjung, 2019). In contemporary organizational settings, particularly within public institutions facing performance pressures and scrutiny, fostering job satisfaction emerges as a strategic lever to maximize the impact of competency development and promotion policies.

From the author's perspective, the mediating role of job satisfaction highlights the importance of adopting a holistic human resource management approach. Technical competence and structural rewards such as promotion must be complemented by supportive work environments that address employees' psychological and emotional needs. Failure to do so may result in suboptimal performance outcomes, even when formal HR systems appear robust. This insight is particularly relevant in today's dynamic work environment, where employee expectations extend beyond material rewards to include meaningful work, recognition, and career growth.

Overall, this study contributes to the human resource management literature by empirically demonstrating that job satisfaction serves as a crucial mechanism through which competence and promotion translate into improved employee performance. The findings underscore the need for organizations, especially public sector institutions like Bank Indonesia, to design integrated HR strategies that simultaneously enhance employee competence, ensure fair promotion practices, and cultivate job satisfaction to achieve sustainable performance improvements.

CONCLUSION

This study examines the mediating role of job satisfaction in the relationship between competence, promotion, and employee performance within the operational currency management unit of Bank Indonesia Jakarta. The findings provide clear empirical evidence that competence and promotion both have positive and significant effects on employee performance. Employees who possess adequate knowledge, skills, and work attitudes tend to perform their tasks more effectively, while fair and merit-based promotion systems serve as important motivational drivers that enhance performance outcomes. These results confirm that human resource quality and career advancement mechanisms remain central determinants of performance in highly regulated public sector organizations.

Furthermore, the results demonstrate that competence and promotion significantly influence job satisfaction. Employees who feel capable of performing their duties and perceive promotion opportunities as transparent and equitable are more likely to experience positive emotional responses toward their work. Job satisfaction, in turn, is shown to exert a significant positive effect on employee performance. This finding reinforces the notion that performance is not solely a function of technical capability or structural incentives, but also reflects employees' affective evaluations of their work environment and organizational treatment.

Most importantly, this study confirms the mediating role of job satisfaction in the relationships between competence and performance, as well as between promotion and performance. The mediation results indicate that competence and promotion enhance performance not only through direct mechanisms but also indirectly by increasing employees' job satisfaction. This highlights that efforts to improve employee performance will be more effective when organizations simultaneously focus on developing employee competencies, implementing fair promotion practices, and fostering a satisfying work environment. In the context of Bank Indonesia, particularly within operational units characterized by high procedural demands and risk exposure, such an integrated human resource management approach is essential to sustaining performance.

Despite its contributions, this study is subject to several limitations that should be considered when interpreting the findings. The research was conducted in a single operational unit within one public institution, which may limit the generalizability of the results to other organizational contexts. In addition, the use of a cross-sectional design restricts the ability to capture changes in competence, job satisfaction, promotion outcomes, and performance over time. The reliance on self-reported questionnaire data may also limit the depth of insight into employees' underlying motivations and experiences.

Based on these limitations, future research is encouraged to expand the scope of investigation by including different organizational units, institutions, or sectors to enhance external validity. Longitudinal research designs could be employed to better capture the dynamic effects of competence development and promotion over time. Additionally, future studies may incorporate other relevant variables, such as organizational commitment, work environment, leadership style, or organizational culture, to provide a more comprehensive understanding of the determinants of employee performance. The use of qualitative or mixed-method approaches is also recommended to gain deeper insights into employees' perceptions and experiences, thereby enriching the interpretation of quantitative findings.

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