



# The Influence of Competency, Job Achievement and Job Loyalty On Employee Performance of PT Inti Vulkatama

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## Abstrak

The aim of this research is to find out: Which indicators are the most dominant in the variables of competence, work performance, work loyalty and employee performance; The influence of competency on employee performance; The influence of work performance on employee performance; The influence of work loyalty on employee performance; The influence of competence, work performance and work loyalty on the performance of PT Inti Vulkatama Padang employees. This type of research uses quantitative research in this research. The population in this study were all employees of PT Inti Vulkatama Padang with a total of 55 samples, using a total sampling technique. Data collection uses primary data. The analytical methods for this research are descriptive analysis, multiple linear regression analysis, coefficient of determination, and hypothesis testing with the t-test and F-test. Research results: The dominant indicator of the competency variable is integrity with a value of 4.49 or TCR 89.72%, for work performance it is time with a value of 4.36 or TCR 87.20% and for work loyalty it is interpersonal relationships with a value of 4.53 or TCR 90.70%, while employee performance is work behavior with a value of 4.44 or TCR 88.60%; Competency has a positive and insignificant effect on employee performance; Job performance has a positive and significant effect on employee performance; Work loyalty has a positive and insignificant effect on employee performance; Competence, work performance and work loyalty simultaneously have a positive and significant effect on the performance of PT Inti Vulkatama Padang employees. The contribution of competence, work performance and work loyalty to the performance of PT Inti Vulkatama Padang employees is 29.80% while the remaining 70.20% is influenced by other variables outside this research.

## INTRODUCTION

The era of globalization has rolled around, the dominance of information technology as infrastructure has become a friend of business people. The economy will be based more on knowledge, not land or traditional machines. Edy Sutrisno, (2019:1) Competition between companies in the era of globalization is increasingly sharp so that HR has an important role in achieving company and organizational goals.

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One of the problems experienced by most employees is the lack of employee concern for the company, the educational background is not suitable for the job, and the lack of job training given to employees. Therefore, companies must pay attention to their employees. PT Inti Vulkatama is a tire retreading industry that processes bald tires and installs them with new treads through several procedures so they can be reused, located in Koto Tengah, Lubuk Buaya, Padang City, West Sumatra. In an effort to carry out its duties and functions, human resources are needed who work optimally, therefore PT Inti Vulkatama Padang needs a performance assessment to find out the performance of its employees.

Performance is basically what employees do that influences how much they contribute to the organization or company. According to Muhammad Busro, (2018: 89) Performance is the work result that can be achieved by employees in an organization, both individuals and groups. If the company is not supported by employees who have good performance, it will be difficult to achieve the company's goals. This shows that employee performance factors are the key to the progress and success of an organization. One thing that can be done is to determine the decline in employee performance at PT Inti Vulkatama Padang. Next, you can see the table below regarding the recapitulation of sales at PT Inti Vulkatama Padang, which is as follows.

**Table 1 Sales Recapitulation of PT Inti Vulkatama Padang in 2021 and 2022**

Year	Tire Retread Sales Target		
	Target (unit)	Realization (units)	Percentage %
<b>2021</b>	26.000	27.486	105,7 %
<b>2022</b>	27.500	20.503	74,5 %
<b>2023</b>	27.000	23.394	86,6 %

Based on table 1, it shows that the sales percentage of PT Inti Vulkatama Padang has not reached the sales target for 2022, so that the achievement in 2022 of 20,503 units which should have met the target of 27,500 units and in 2023 of 23,394 units has not reached the target of 27,000 units. Therefore, the performance of PT Inti Vulkatama Padang employees has decreased. This can be seen from the performance of employees who have poor work quality in the production and office fields, seen from errors in completing work that does not match the job description. Furthermore, he explained that the decline in employee performance was suspected to be a lack of employee concern for the company.

According to Edy Sutrisno, (2019: 203) Competency is an ability that is based on skills and knowledge which is supported by work attitudes and can be applied to complete tasks and work related to specified work requirements. Knowing the expertise and skills of employees can be seen from the educational background of employees at PT Inti Vulkatama Padang. Based on the results of the pre-survey, the author obtained data on the educational background of PT Inti Vulkatama Padang employees as follows.

**Table 2 Educational background of PT Inti Vulkatama Padang employees in 2023**

Education	Part	Number of people)	Percentage (%)
<b>high school/high school</b>	Office	3	73%
	Security guard	4	
	Production	33	
<b>Diploma III</b>	Office	3	11%
	Security guard	1	
	Production	2	
<b>Masters</b>	Office	4	16%
	Security guard	2	
	Production	3	
<b>Total Employees</b>		<b>55</b>	<b>100%</b>

Based on table 2, it shows that some employees have a high school/high school educational background, but their work requires other skills and abilities that support the human resource competencies at PT Inti Vulkatama Padang. Meanwhile, there is still a mismatch between the educational background and their current position for several employees of PT Inti Vulkatama Padang. Formal educational background is an important factor for employees in helping them carry out their duties and functions. Job performance is another factor that influences employee performance. Work performance is one of the things that every working person wants to achieve. According to Sofyan Tsauri, (2013: 194) Work performance is determined by a person's efforts, which are determined by their characteristic abilities, as well as their perception of their role in the workplace. In general, work performance is defined as a person's success in completing a job. Employee work results are different, because each employee has different abilities and desires to complete the work.

Based on the results of observations and interviews with the head of production, Mr. Alamsyah, 28 November 2023, PT Inti Vulkatama Padang experienced a decline in work performance because there were still employees who were less careful in carrying out the work given by their superiors. There are still employees who are less able to complete their tasks well and are deemed not to meet job standards and demands. Therefore, to improve employee work performance, training and seminars are needed that have a positive impact on employee performance. Apart from that, every company wants to have employees who are loyal in carrying out their work, namely loyalty to the work of the employees themselves, to achieve organizational goals and improve employee performance. However, increasing loyalty is not easy, because loyalty is a mental attitude shown to the company. According to Hadyati Harras, et al., (2020: 45) loyalty is a deep feeling of trust in something that envelops the heart to remain (unchanged, unwavering), in thoughts, attitudes and actions. Several factors make employees loyal, including effective communication, cooperation, responsibility, and relationships with other employees.

Based on the author's observations and interviews with the head of production, Mr. Alamsyah, November 28 2023. In order for employees to be loyal, strong desire, ability or skills are needed. Loyal employees will have easy opportunities to grow and take initiative for the company's progress. PT Inti Vulkatama Padang experienced problems with employees who did not fulfill their responsibilities, such as delaying work, leaving assignments (working hours), and not obeying regulations. This will have an impact on the employee's performance. To find out the level of employee work loyalty at PT Inti Vulkatama Padang, you can see the development of the number of employees owned by PT Inti Vulkatama Padang in 2020-2023. Based on the pre-survey, employee development data was obtained as follows.

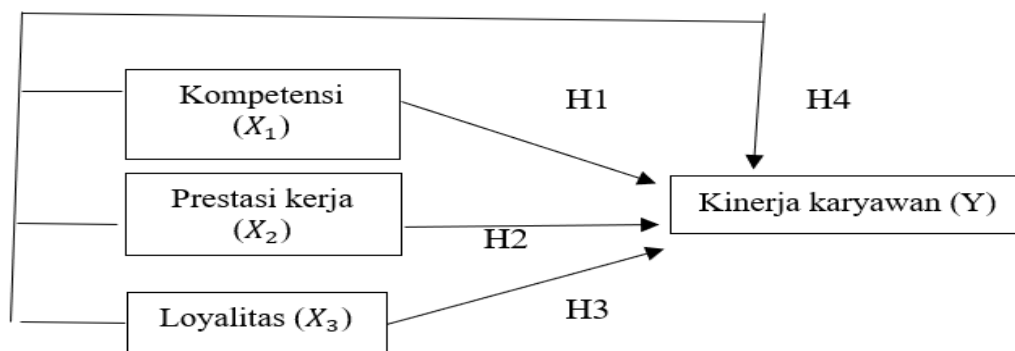
**Table 3 Employee Development of PT Inti Vulkatama Padang 2020-2023**

Year	Number of employees
2020	83
2021	72
2022	68
2023	55

Based on table 3, it shows that there has been a decrease in the number of employees at PT Inti Vulkatama Padang from 2020 as many as 83 employees to 2023 as many as 55 employees. Due to the company's lack of appreciation for employees, the lack of recognition of employees' hard work will make employees feel proud of their work. This is one of the factors in decreasing work loyalty of PT Inti Vulkatama Padang employees. Several previous studies regarding competence, work performance and loyalty, such as research conducted by Eka Yulianti et al., (2022), the results of the research show that competence partially has a positive and significant effect on employee performance, according to Gusni Warnita & Agussalim, (2022) shows that work performance has a positive and significant effect on employee performance. According to Vinca Regina Letsoin & Sri Langgeng Ratnasari, (2020) show that work loyalty has no significant effect on employee performance. Based on previous research, there are differences to this research such as the topic of the problem, research object and research results. Departing from the problems above, the author is interested in raising this research problem at PT Inti Vulkatama Padang with the title research "The Influence of Competency, Work Performance and Work Loyalty on Employee Performance at PT Inti Vulkatama Padang".

Based on the background of the problem, the problem can be formulated as follows. Which indicator is the most dominant in the variables of competence, work performance and work loyalty regarding the performance of PT Inti Vulkatama Padang employees?. Does competency influence the performance of PT Inti Vulkatama Padang employees?. Does work performance affect the performance of PT Inti Vulkatama Padang employees?. Does work loyalty affect the performance of PT Inti Vulkatama Padang employees?. Do competence, work performance and work loyalty influence the performance of PT Inti Vulkatama Padang employees?.

**Figure 1 conceptual framework**



Based on the conceptual framework, the following hypothesis can be formulated. H1: It is suspected that competency partially and significantly influences the performance of PT Inti Vulkatama employees. H2: It is suspected that work performance has a significant and influential effect on the performance of PT Inti Vulkatama employees. H3: It is suspected that work loyalty has a partial and significant effect on the performance of PT Inti Vulkatama employees. H4: It is suspected that competence, work performance and work loyalty have a significant and influential effect on the performance of PT Inti Vulkatama employees.

## METHOD

This research was conducted at PT Inti Vulkatama Padang. The population in this study was all 55 employees. In this research, sampling used the total sampling technique method. The data collection techniques include observation, interviews, documentation, questionnaires. The analytical methods in this research are descriptive analysis, multiple linear analysis and coefficient of determination. The hypothesis testing method uses the t test and F test. Testing the instrument uses the validity test and reliability test. This research uses the classic assumption test (Hafizi et al., 2022; Nadhirah et al., 2023; Arifin et al., 2024; Engkizar et al., 2024).

## RESULT AND DISCUSSION

### Result

#### Descriptive analysis of competency variables

Table 4

Responden t's answer	Indicator					
	Outlook		Skill		Integrity	
	$\Sigma$	Rate-rate	$\Sigma$	Rate-rate	$\Sigma$	Rate-rate
<b>SS</b>	108	27	143	28,6	153	30,6
<b>S</b>	84	21	96	19,2	103	20,6
<b>KS</b>	28	7	36	7,2	19	3,8
<b>TS</b>	0	0	0	0	0	0
<b>STS</b>	0	0	0	0	0	0
<b>TCR%</b>	<b>87,30</b>		<b>87,40</b>		<b>89,72</b>	

Based on table 4, the dominant indicator is integrity with a TCR value of 89.72%, while the lowest is insight with a TCR value of 87.30% at PT Inti Vulkatama Padang.

#### Descriptive analysis of work performance variables

Table 5

Respon dent's answer	Indicator							
	Proficiency		Experience		Seriousness		Time	
	$\Sigma$	Rate- rate	$\Sigma$	Rate- rate	$\Sigma$	Rate- rate	$\Sigma$	Rate- rate
<b>SS</b>	66	22	63	15,75	105	21	97	24,25
<b>S</b>	81	27	127	31,75	134	26,8	109	27,25
<b>KS</b>	18	6	29	7,25	33	6,6	14	3,5
<b>TS</b>	0	0	0	0	0	0	0	0
<b>STS</b>	0	0	0	0	0	0	0	0
<b>TCR %</b>	<b>83,93</b>		<b>82,70</b>		<b>84,72</b>		<b>87,20</b>	

Based on table 5, the dominant indicator is time with a TCR value of 87.20%, while the lowest is experience with a TCR value of 82.70% at PT Inti Vulkatama Padang.

### Descriptive analysis of work loyalty variables

Table 6

Respondent's answer	Indicator									
	Obey the rules		Responsibility		Willingness to cooperate		Interpersonal relationships		Passion for work	
	$\Sigma$	Rate-rate	$\Sigma$	Rate-rate	$\Sigma$	Rate-rate	$\Sigma$	Rate-rate	$\Sigma$	Rate-rate
SS	117	29,25	92	30,66	109	27,25	145	36,25	97	32,33
S	50	12,5	51	17	67	16,75	49	12,25	35	11,66
KS	52	13	22	7,33	44	11	26	6,5	33	11
TS	1	0,25	0	0	0	0	0	0	0	0
STS	0	0	0	0	0	0	0	0	0	0
<b>TCR %</b>	<b>85,70</b>		<b>88,40</b>		<b>85,80</b>		<b>90,70</b>		<b>87,73</b>	

Based on table 6, the dominant indicator is interpersonal relationships with a TCR value of 90.70%, while the lowest is obeying regulations with a TCR value of 85.70% at PT Inti Vulkatama Padang.

### Descriptive analysis of performance variables

Table 7

Respondent's answer	Indicator					
	Work result		Work behavior		Work attitude	
	$\Sigma$	Rate-rate	$\Sigma$	Rate-rate	$\Sigma$	Rate-rate
SS	116	23,2	140	28	98	24,5
S	136	27,2	119	23,8	91	22,75
KS	23	4,6	16	3,2	30	7,5
TS	0	0	0	0	0	0
STS	0	0	0	0	0	0
<b>TCR%</b>	<b>86,68</b>		<b>88,60</b>		<b>85,95</b>	

Based on table 7, the dominant indicator is work behavior with a TCR value of 88.60%, while the lowest is personal characteristics with a TCR value of 85.95% at PT Inti Vulkatama Padang.

### Results of multiple linear regression analysis

Multiple linear regression analysis is an analysis used to measure the influence between employee performance and the variables Competence, Work Performance and Work Loyalty. The results of multiple linear regression testing can be seen in table 8 as follows.

**Table 8 multiple linear regression**

Coefficients <sup>a</sup>					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1	(Constant)	21.031		2.262	.028
	Kompetensi	.209	.124	.241	.683
	Prestasi Kerja	.342	.122	.413	.007
	Loyalitas Kerja	.049	.062	.093	.434

a. Dependent Variable: Kinerja Karyawan

Based on table 8 above, a multiple linear regression equation can be created as follows.

$$Y = 21,031 + 0,209X_1 + 0,342X_2 + 0,049X_3 + e$$

From the equation above, several things can be interpreted, as follows. A constant of 21.031 means that if there is no Competence, Work Performance and Work Loyalty (X1). The competency coefficient is 0.209. The coefficient is positive, meaning that competency has a positive effect on employee performance, where if competency increases by one unit, employee performance will increase by 0.209 units if the other independent variables are constant. The work performance coefficient is 0.342. The coefficient is positive, meaning that work performance has a positive effect on employee performance, where if work performance increases by one unit, employee performance will increase by 0.342 units. The Work Loyalty coefficient is 0.049. The coefficient is positive, meaning that Work Loyalty has a positive effect on Employee Performance, where if Work Loyalty increases by one unit, Employee Performance will increase by 0.049 units.

#### Results of the coefficient of determination analysis method

Test results of the coefficient of determination ( $R^2$ ) can be seen in table 9 as follows:

**Table 9 coefficient of determination**

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.580 <sup>a</sup>	0.337	0.298	3.75450

a. Predictors: (Constant), work loyalty, compensation, work performance

b. Dependent Variable: Employee Performance

Based on table 9, the coefficient of determination value is shown by value *Adjusted R Square* of 0.298. This means that the contribution of Competency, Work Performance and Work Loyalty to Employee Performance is 29.80% while the remaining 70.20% is influenced by other variables outside this research such as motivation, work environment, career development.

#### Hypothesis Testing

##### Uji t

Based on table 8 it can be explained as follows. The Competency variable has a t-count of (1.683) < t-table (2.007) and the calculated sig value obtained is 0.098 > 0.05. This means that H1 is rejected and H0 is accepted. So it can be concluded that competency has no significant effect on employee performance at PT Inti Vulkatama Padang. The Job Performance variable has a t-count of (2.809) > t-table (2.007) and the calculated sig value obtained is 0.007 < 0.05. This means that H2 is accepted and H0 is rejected. So it can be concluded that work performance has a significant effect on employee performance at PT Inti Vulkatama Padang. The Job Loyalty variable has a t-table of (0.788) < t-table (2.007) and the significant calculated value obtained

is  $0.434 > 0.05$ . This means that  $H_3$  is rejected and  $H_0$  is accepted. So it can be concluded that work loyalty has no significant effect on employee performance at PT Inti Vulkatama Padang.

#### Uji F

The results of the F test hypothesis test (simultaneous) in this research can be seen in the following table.

**Table 10 F Test**

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	365,199	3	121,733	8,636	.000 <sup>b</sup>
	Residual	718,910	51	14,096		
	Total	1084,109	54			
a. Dependent Variable: Kinerja Karyawan						
b. Predictors: (Constant), Loyalitas Kerja, Kompetensi, Prestasi Kerja						

From table 10 it is known that the F-calculated value is  $(8.636) > F\text{-table } (2.79)$  and the probability value resulting from the calculation is  $(0.000) < 0.05$ . This means that  $H_4$  is accepted and  $H_0$  is rejected. So it can be concluded that Competence, Work Performance and Work Loyalty together have a significant effect on the Employee Performance of PT Inti Vulkatama Padang.

## Discussion

### The Influence of Competency on Employee Performance

According to Edy Sutrisno, (2019: 203) competency is an ability based on skills and knowledge which is supported by work attitudes and their application in carrying out tasks and work. If employees have the right competencies according to the demands of their work, then they will be able to do better in terms of knowledge, skills and mentality so that it can have a direct influence on employee performance. The factors that influence the level of employee competency in this research and to achieve good employee performance, one of which is greatly influenced by the broad insight or knowledge possessed by the education that has been completed, the expertise or skills possessed that are capable of producing quality work results, and high integrity. inherent actions reflect a trustworthy and professional person. Competency explains what employees do in the workplace at various levels and details the standards for each level, identifying the characteristics of knowledge and skills required by individuals to enable them to carry out their duties and responsibilities effectively so as to achieve professional quality standards at work and produce good performance.

Based on the results of research conducted that is relevant to previous research conducted by Kumendong Aimella Cesilia, et al., (2017) 'The Influence of Work Discipline, Career Planning and Competency on Employee Performance, the research results show that competency has no significant effect on employee performance. Research conducted by Yudi Supiyanto, (2015) 'The Influence of Compensation, Competency and Organizational Commitment on Job Satisfaction and Employee Performance, the results of the research show that competency has no significant effect on employee performance.

### The Influence of Job Performance on Employee Performance

According to Edy Sutrisno, (2019: 151) Good work performance can also be a source of pride for employees, so that they will be more motivated to continue to improve employee performance. In order to improve work performance in order to produce good performance, factors that influence work performance include skills in working with self-awareness and initiative in doing work, experience in working to provide employees with success, sincerity shown by the determination to complete

the work load, and the time at which the employee's speed complete the work within a certain time.

The results above are in line with initial expectations and are supported by previous research conducted by Tini Juartini, (2023) The Influence of Motivation and Work Performance on Employee Performance, with the research results showing that work performance has a positive and significant effect on employee performance. Rini Astuti & Imam Prayogi, (2018) The Influence of Leadership and Work Performance on Employee Performance, with research results showing that work performance has a positive effect on employee performance.

### **The Effect of Work Loyalty on Employee Performance**

According to Hadyati Harras, et al., (2020:45) Employee loyalty is not just physical loyalty or their presence within the organization, but also includes their thoughts, attention, ideas and dedication which are fully devoted to the organization. The implementation of employee work activities cannot be separated from loyalty, so that employees carry out their work well, employees do their work with a sense of pleasure. According to Kasmir, (2016:206) Companies that do not foster loyalty in their employees will appear to have an indifferent attitude from employees towards the development or decline of the company. Therefore, PT Inti Vulkatama Padang tries to build employee awareness and responsibility as well as pride in being part of the company. In this case, work loyalty is one of the important aspects in efforts to improve employee performance in the company. To increase employee work loyalty to produce better performance, factors that influence loyalty include compliance with company regulations, responsibility for work, cooperation, interpersonal relationships and liking for work.

Based on the results of research conducted which is relevant to previous research conducted by Vinca Regina Letsoin & Sri Langgeng Ratnasari, (2020) The Effect of Employee Engagement, Work Loyalty and Teamwork on Employee Performance, with the research results showing that work loyalty has no significant effect on employee performance. Andreas RP Silitonga, (2023) The Influence of Work Discipline, Leadership Style, Loyalty, and Training on Employee Performance, shows research results that loyalty has no significant effect on employee performance.

### **The Influence of Competency, Work Performance and Work Loyalty on Employee Performance**

Based on the results of the coefficient of determination which aims to see the magnitude of the influence of the relationship between the three variables, namely Competence, Work Performance and Work Loyalty on Employee Performance, the relationship between the variables is quite close. Furthermore, based on the F test, it shows that the variables Competence, Work Performance and Work Loyalty simultaneously have a positive and significant effect on the dependent variable, namely Employee Performance. Competence, work performance and work loyalty are things that need to be improved by an organization or company to see the influence on employee performance.

The research results above are in accordance with or in line with previous research by Garwa Faiza, et al., (2022) The Influence of Competence, Compensation, Work Motivation and *Organizational Citizenship Behaviour* (OCB) Regarding Employee Performance, the research results show that competence has a significant effect simultaneously on employee performance. Gusni Warnita & Agussalim, (2022) The Influence of Work Motivation on Employee Performance Through Work Performance as an Intervening Variable, shows the results of research that work performance has a significant effect simultaneously on employee performance. Ahmad Suhardi, et al., (2021) The Influence of Loyalty and Organizational Commitment on Employee Performance, showing that loyalty results simultaneously have a significant effect on employee performance.

## CONCLUSION

Based on the results of the analysis and discussion regarding The Influence of Competency, Work Performance and Work Loyalty on Employee Performance of PT Inti Vulkatama Padang as follows. The dominant indicator of the competency variable is integrity with a TCR value of 89.72%, the dominant indicator of work performance is time with a TCR value of 87.20% and the dominant indicator of work loyalty is interpersonal relationships with a TCR value of 90.70%, while the dominant employee performance is work behavior with a TCR value of 88.60%. Competency has a positive and insignificant effect on employee performance at PT Inti Vulkatama Padang. Work Performance has a positive and significant effect on the Employee Performance of PT Inti Vulkatama Padang. Work loyalty has a positive and insignificant effect on employee performance at PT Inti Vulkatama Padang. Competence, work performance and work loyalty together simultaneously have a positive and significant effect on the performance of PT Inti Vulkatama Padang employees

## SUGGESTION

So the suggestions that researchers can give to PT Inti Vulkatama Padang are. For the competency variable, it is hoped that PT Inti Vulkatama Padang will pay more attention to the educational background of employees, which is very important knowledge or insight for employees to improve the quality of performance. For the work performance variable, it is hoped that PT Inti Vulkatama Padang will pay more attention to work experience to improve work performance and provide training to employees. For the work loyalty variable, it is hoped that PT Inti Vulkatama Padang will give appreciation and pay attention to its employees and comply with company regulations in order to increase employee work loyalty. For the performance variable, it is hoped that PT Inti Vulkatama Padang will pay more attention to employee errors at work and increase employee awareness of the company.

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