

The Influence of Work Environment And Work Competence on Employee Performance With Job Satisfaction As Intervening Variable at PT XYZ Batam

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Abstract—This research aims to determine the influence of the work environment and work competency on employee performance with job satisfaction as an intervening variable in the marketing department of PT. XYZ Batam. The population in this study was 85 employees. Primary data was collected using a questionnaire as an instrument to prove the research results. To test the hypothesis in this research, path analysis was carried out in two stages. The sampling technique chosen was the census method (85 PT employees). The research results showed that: 1) The work environment has a positive and significant influence on the performance of PT employees. Performance at PT. XYZ Batam. 2) The work environment has a positive and significant influence on the performance of PT employees. Performance at PT. XYZ Batam. 3) The work environment has a positive and significant influence on the performance of PT employees. and significant influence on job satisfaction at PT. XYZ Batam. 4) Work competency has a positive and significant influence on job satisfaction at PT. XYZ Batam. 5) Job satisfaction has a positive and significant influence on the performance of PT employees. XYZ Batam. 6) The work environment has no effect on employee performance which is mediated by job satisfaction at PT. XYZ Batam. 7) Work competency has no effect on employee performance which is mediated by job satisfaction at PT. XYZ Batam

Keywords: *work environment, work competence, job satisfaction and employee performance*

INTRODUCTION

Employee performance is the contribution made by employees to the implementation of work in the company. Performance measures the relationship between the output produced and certain inputs (Hartati et al., 2020). Employee performance is an important thing to pay attention to. We can find out the current condition of the company by looking at the performance of the employees. When employee performance is poor, the company cannot produce optimally. Vice versa, if the performance is good then the company will also be good.

PT. XYZ Batam is a company located in Batam city in the Batu Ampar area and this company has been around for a long time. PT. XYZ Batam remains the fourth Asian classification institution after Japan, China and Korea and the only national classification institution tasked with classifying Indonesian-flagged and foreign-flagged commercial vessels that routinely operate in Indonesian waters. PT. XYZ Batam has classified ships based on hull construction, engines and electrical installations to evaluate the ship's seaworthiness. The results of observations made by the author regarding employee performance issues are: 1) There are still some employees who need more initiative at work; 2) Lack of employee behavior in developing co-workers and awareness of collaborating with co-workers is still not optimal. Employees tend to prefer to work individually; 3) Employees are still less skilled in doing their work so that the products produced are not on time; and 4) Employees are still unable to correct mistakes at work, so the same mistakes also occur when completing work.

In addition, the performance achievement (GPA) of several employees is at value $0\% < KPI \leq 88\%$: P1 (Poor) means it is in the poor category. The low performance of employees as seen in the performance achievements above greatly influences the company's performance. The low achievement of employee performance cannot be separated from the influence of work environment factors and work competency. The work environment is a very important place for us in an organization. Because that's where we do our activities or do our work. Of course we want to be comfortable at work and have a positive impact on our work. In today's world, things happen when someone pretends to like us to our face while we lag behind us. This work environment is very uncomfortable for us. A toxic environment is one where there is no good communication and leaders are not respectful or responsive to their employees' needs. For example, when we ask for help, but the help feels uncomfortable, it is a sign that our work environment is not good. Every company has employees whose job it is to carry out operational activities. They are active in the work environment which can affect their productivity. However, after observing the existence of work environment problems at PT. XYZ Batam is the physical work environment at PT. XYZ Batam can be seen in the table 2.

Table 1. Resume Achievement Performance Measure (GPA) Employees of PT. XYZ Batam

No	Name	GPA Ori (%)	Correction (%)	GPA New (%)
1	Rusdin Haluddin	97	-14,00	83
2	Marzuki Dg. Lailo	100	-17,00	83
3	Zulfadli, Amd	100	-17,00	83
4	Berman Saragih	97	-17,00	80
5	helpi Torong	99	-18,00	81
6	Ahdiyar, ST	103	-21,00	82
7	Irvan Iskandar	92	-9,00	83
8	Ary Firmansyah	104	-22,00	82
9	Boyni Fitaloka	93	11,00	82
10	Andi Ikbar	103	-21,00	82
11	Kadar Pattonra	97	-14,00	83
12	M Ryan Andhika	105	-22,00	83
13	Hendra Ady Saputra	104	-22,00	82
14	Marisandi	103	-21,00	82
15	Angga Saputra	103	-21,00	82
16	Budi Santoso	103	-21,00	82
17	Hendy Zulfan	107	-25,00	82
18	Sultan Abbas	107	-27,00	80
19	Andi Muliadi	103	-21,00	82
20	Sudirman	96	-14,00	82
21	Pajaruddin	103	-22,00	81
22	Maniah	96	-13,00	83
23	Rusdy Wangsa	90	-10,00	80
24	Muhammad Zul Asip	90	-10,00	80
Mean			-17,92	81,88

Source: Observation Results of PT. XYZ Batam

Table 2. Environmental Conditions of PT. XYZ Batam

No	Workplace Conditions	Category
1	Light	Quite good
2	Air temperature	Not good
3	Air Circulation	Not good
4	Atmosphere/Noise	Not good
5	Color	Not good
6	Room	Not good
7	Smell – Smell	Not good
8	Security	Quite good
9	other facilities	Not good
10	Communication between employees or employees with superiors	Not good
11	The relationship between employees or employees with superiors	Not good

Source: Observation Results of PT. XYZ Batam

Apart from the work environment, work competency can also determine whether an employee's performance is good or bad. Competence is a relatively stable inherent characteristic of a person that can be measured from his behavior at work and in other situations. In other words, competency is a skill possessed by every individual or person in carrying out their duties and responsibilities. According to Rivai (2009), competency standards can be interpreted as the abilities that a person must have in carrying out a job based on knowledge, skills and work attitudes in accordance with the conditions set by the job. With competency standards that have been mastered, employees will be able to carry out and manage work so that it can be carried out.

Table 3. Employee Education LevelPT. XYZ Batam

Year	SMA/SLTA	D2	D3	S1	Number of employees
2017	42	3	11	24	80
2018	45	5	10	22	82
2019	44	4	9	25	82
2020	45	4	6	29	84
2021	45	5	6	29	85
2022	44	5	7	29	85

Source: PT. XYZ Batam

From the table 3, it can be seen that employee education levels have increased and decreased from 2017-2021. In every company, improving the skills and competencies of leaders and workforce is very necessary. In this case, it is the responsibility of the company leadership because both directly and indirectly it will affect the level of work productivity of the workforce itself. The efforts made are to manage people (crew) with all the potential they have in order to obtain quality human resources from both the employee and organizational point of view.

Based on interviews conducted by the author at PT This is because there are still employees who are high school/vocational school graduates and do not have work experience in their field. And it is hoped that training and education, both facilitated by the company and personally, can improve employee performance.

Seeing the phenomena that occur, a work environment that is less supportive and poor work competence causes employees to feel less satisfied in carrying out their work. For the initial survey, the author distributed questionnaires to 20 employees by asking several questions to see job satisfaction at PT. XYZ Batam. The results of distributing the questionnaire will be displayed in the following table. Observation of 20 people at PT. XYZ Batam.

Table 4. Results of Pre-Survey Assessment of Job Satisfaction at PT XYZ Batam

NO	statement	Agree	Don't agree
The job itself			
1	The work I do is according to my abilities	8	12
Wages			
2	The salary given is enough to meet my needs	7	13
Promotion			
3	I have the opportunity to be promoted	6	14
Supervisor			
4	Leaders routinely carry out supervision	9	11
Work colleague			
5	My relationship with co-workers is good and friendly	8	12
Amount		38	62

Source: Authors

Based on table, the respondents' answers regarding job satisfaction at PT. XYZ Batam, by distributing questionnaires to 20 researchers who were submitted by the author, employees who answered agreed with the questions asked by the author with a total score of 38 or 38%, this was allegedly not yet optimal satisfaction, but on the contrary there were still many employees who answered disagree with the questions asked by the author with a total score of 62 or 62%, this shows that there are still several employees at PT. XYZ Batam who was dissatisfied with the work he was doing. The following are the results of observations that the author made regarding compensation issues, namely: 1) There are still employees who feel dissatisfied with their surrounding environment, which makes them uncomfortable at work; 2) There are still employees who feel dissatisfied with the skills they have to support their performance; and 3) There are still employees who feel dissatisfied with the complete facilities they receive to support their work. Based on the description above, researchers will examine "The Influence of the Work Environment and Work Competence on Employee Performance with Job Satisfaction as an Intervening Variable at PT XYZ Batam".

METHODOLOGY

This research was conducted at PT XYZ Batam, Riau Islands Province. This research was carried out in August – October 2023 after the proposal was approved. The following types of data are used in this research, namely quantitative data obtained

through questionnaire surveys distributed to respondents in the research and qualitative data obtained through interviews distributed to respondents in the research.

Furthermore, the data sources used in this research are as follows: Primary data was obtained by distributing questionnaires to PT XYZ Batam employees who were willing to become respondents and fill out the questionnaire. Andor secondary through other people or documents. Secondary data in this research is the attendance list and number of employees at PT XYZ Batam. Population and sample in this research were all 85 employees of PT XYZ Batam. In this research, data was collected using questionnaires, observations and interviews with PT XYZ Batam employees. Data processing techniques use path analysis.

RESULT AND DISCUSSION

Data Analisis

From the table 5, it can be seen that the calculated r value for each question item is greater than the r value in the table 0.210. The table above shows that the question items have a correlation value that is greater than the r table. So it can be concluded that each question item in the questionnaire is declared valid and worthy of analysis.

Table 5. Results of Questionnaire Validity Analysis

Variable	Statement	Correlation coefficient	Table R values	Conclusion
Work environment	K1	0.729	0.210	Valid
	K2	0.788	0.210	Valid
	K3	0.585	0.210	Valid
	K4	0.766	0.210	Valid
	K5	0.642	0.210	Valid
	K6	0.765	0.210	Valid
	K7	0.674	0.210	Valid
	K8	0.718	0.210	Valid
Competence	K1	0.727	0.210	Valid
	K2	0.607	0.210	Valid
	K3	0.657	0.210	Valid
	K4	0.62	0.210	Valid
	K5	0.642	0.210	Valid
	K6	0.66	0.210	Valid
	K7	0.755	0.210	Valid
	K8	0.767	0.210	Valid
Job satisfaction	K1	0.681	0.210	Valid
	K2	0.731	0.210	Valid
	K3	0.738	0.210	Valid
	K4	0.777	0.210	Valid
	K5	0.786	0.210	Valid
	K6	0.789	0.210	Valid
	K7	0.78	0.210	Valid
	K8	0.596	0.210	Valid
Performance	K1	0.661	0.210	Valid
	K2	0.837	0.210	Valid
	K3	0.765	0.210	Valid
	K4	0.8	0.210	Valid
	K5	0.855	0.210	Valid

Source: Authors

Table 6. Reliability Test Results for All Variables

Variable	Question Items	Alpha Cronbach's	Reliable Limit	Conclusion
Work environment	8	0.859	0.60	Reliable
Work competence	8	0.834	0.60	Reliable
Job satisfaction	8	0.877	0.60	Reliable
Performance	5	0.842	0.60	Reliable

Source: Authors

Based on the table above, the reliability coefficient value for each variable is greater than 0.60. So it can be concluded that each variable is declared reliable, so that the respondent questionnaire can be used in research.

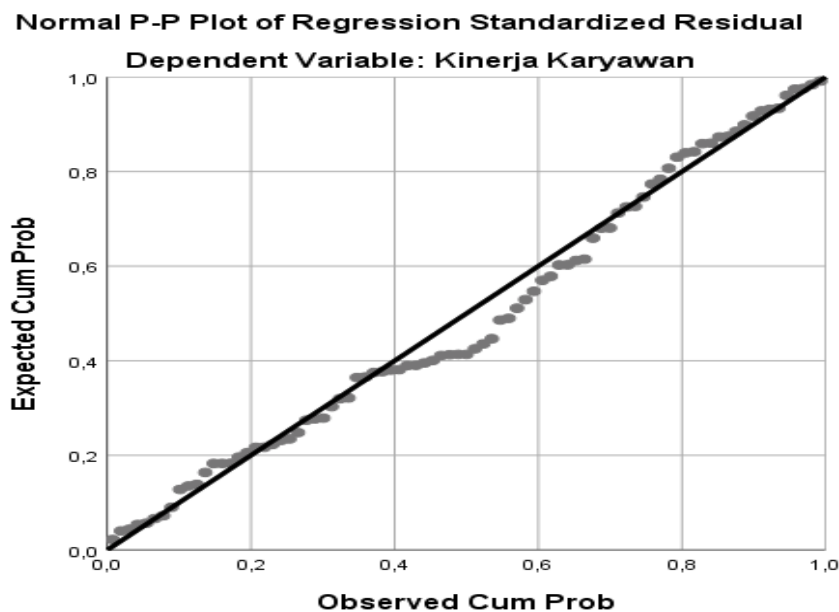


Figure 1. P-Plot Graph

In Figure 1, it can be concluded that the independent variable data (x) and dependent variable data (y) are distributed close to normal or perfectly normal because in the normal plot graph below you can see the dots spreading or following the diagonal lines, and the distribution follows the direction of the diagonal lines.

Table 7. Multicollinearity

Model		Collinearity Statistics	
		tolerance	VIF
1	(Constant)		
	Work environment	0,489	2,043
	Work competence	0,488	2,048
	Job satisfaction	0,751	1,332

Source: Processed Data

From the table 7, it can be seen that each independent variable has a tolerance value > 0.1 and a VIF value < 10 . So it can be concluded that there is no multicollinearity between the independent variables in this regression model.

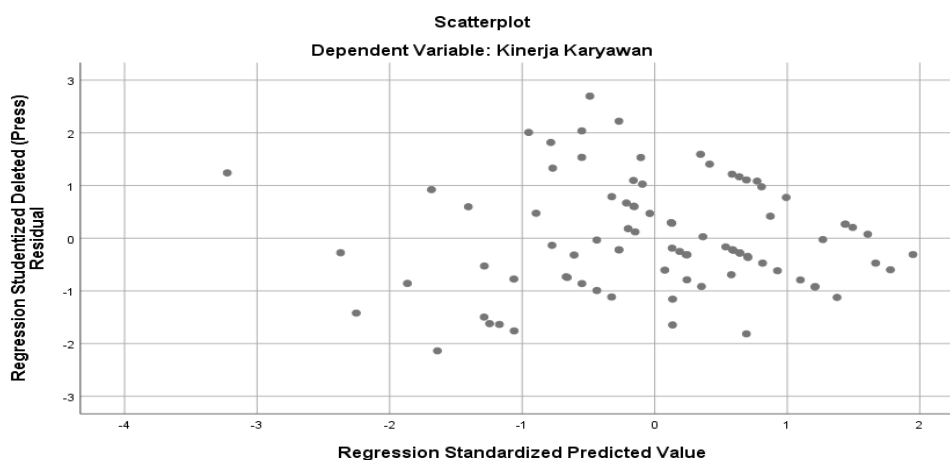


Figure 2. Heteroscedasticity test

In the scatterplot graph, it can be seen that the points are spread randomly and are spread both above and below zero on the Y axis. It can be concluded that there is no heteroscedasticity in this regression model. The path analysis test is used to test the effect of intervening variables.



Figure 4. Path Analysis

Based on this picture, it can be seen that the direct and indirect effects and the total effect of this research are:

- Direct influence of work environment on employee performance (P1) = 0.267
- Indirect influence of the work environment on employee performance $P4 \times P3 = 0.286 \times 0.130 = 0.037$
- The influence of the total work environment on employee performance
- Direct influence + indirect influence $P1 + (P4 \times P3) = 0.267 + 0.037 = 0.304$
 - o So the total influence of X1 on Y is 0.304

- The direct influence of competency on employee performance(P2) = 0.265
- Indirect effect of competency on employee performance P5 x P3 = 0.312 x 0.130 = 0.040
- The effect of total competence on employee performance P2 + (P5 x P3) = 0.265 + 0.040 = 0.305

To determine the level of mediation between the variables of employee satisfaction with the work environment and competence with employee performance, the standard error and effect coefficient index can be expressed as follows:

a.
$$Sp_{4p3} = \frac{\sqrt{P3^2 SP4^2 + P4^2 SP3^2 + SP4^2 SP3^2}}{SP4P3}$$

$$Sp_{4p3} = \frac{\sqrt{(0,130)^2(0,143)^2 + (0,286)^2(0,060)^2 + (0,143)^2(0,060)^2}}{SP4P3}$$

$$Sp_{4p3} = \frac{\sqrt{0,000345588 + 0,000294466 + 0,000073616}}{SP4P3}$$

$$Sp_{4p3} = \frac{\sqrt{0,00071367}}{SP4P3}$$

$$Sp_{4p3} = 0,02671$$

b.
$$Sp_{4p3} = \frac{\sqrt{P3^2 SP4^2 + P4^2 SP3^2 + SP4^2 SP3^2}}{SP4P3}$$

$$Sp_{4p3} = \frac{\sqrt{(0,130)^2(0,143)^2 + (0,312)^2(0,060)^2 + (0,143)^2(0,060)^2}}{SP4P3}$$

$$Sp_{4p3} = \frac{\sqrt{0,000345588 + 0,000350438 + 0,000073616}}{SP4P3}$$

$$Sp_{4p3} = \frac{\sqrt{0,000769643}}{SP4P3}$$

$$Sp_{4p3} = 0,02774$$

Based on the above, the statistical t value of the mediation effect can be calculated as follows:

$$t1 = \frac{P4P3}{SP4P3} \frac{(0,286)(0,130)}{(0,02671)} \frac{0,03718}{0,02671}$$

$$t2 = \frac{P4P3}{SP4P3} \frac{(0,312)(0,130)}{(0,02774)} \frac{0,04056}{0,02774}$$

By looking at all the measurements above, conclusions can be drawn:

- Because the calculated t of 1.3919 is smaller than the t table of 1.663 with a significance level of 5%, it can be concluded that the mediation coefficient of 0.304 is not significant. This means that employee satisfaction cannot be a mediator of environmental influences on employee performance.
- Because the calculated t of 1.4621 is smaller than the t table of 1.663 with a significance level of 5%, it can be concluded that the mediation coefficient of 0.305 is significant. This means that employee satisfaction cannot be a mediator of the influence of competence on employee performance.

Table 8. Effect of X on Y

No	Influence of X on Y	T count	Ttable	Information
1	(P1) = 0,2 86 ---> Z	2,007	1,663	Significant
2	(P 2) = 0, 312 -----> Z	2,0,53	1,663	Significant
3	(Z) = 0, 130 -----> Y	2,172	1,663	Significant
4	(P1) = 0,267 ----->Y	3,382	1,663	Significant
5	(P2) = 0,265 ----->Y	3,146	1,663	Significant
6	P1 + (P4 x P3) = 0,267 + 0,037 = 0,304 -- -----> Y	1,391	1,663	Not significant
7	P2 + (P5 x P3) = 0,265 + 0,040 = 0,305 -- -----> Y	1,462	1,663	Not significant

Source: Processed Data

Discussion

Influence of the Work Environment (X1) on Employee Performance (Y). The work environment has a positive and significant effect on employee performance. Working environmental conditions are said to be good or suitable if people can carry out their work optimally, healthily, safely and comfortably. Thus PT XYZ Batam must always pay attention to the conditions and comfort of the working environment at PT XYZ Batam. A comfortable and conducive work environment will influence employee performance in the company.

Influence of Competency (X2) on Employee Performance (Y). Competency has a positive and significant effect on employee performance. Competent employees will find it easier to complete the work assigned to them. Likewise, employees who do not have the competence according to their position will find it increasingly difficult to complete their work. PT. XYZ Batam must pay more attention to the competency of each employee so that they match the existing job description. The suitability of an employee's competency and position will influence the employee's performance..

Effect of Job Satisfaction (Z) on Employee Performance (Y). Satisfaction has a positive and significant effect on employee performance. If employee needs are met then job satisfaction will be achieved. As explained above, job satisfaction is a state of happy emotions or positive emotions that arise from an assessment of one's work or experience. With high job satisfaction, employee performance will improve for the company where they work. Satisfied employees will greatly influence the company's goals. Apart from that, employees who feel satisfied at work will always have a positive attitude and will always have high creativity.

Effect of Work Environment (X1) on Job Satisfaction (Z). The work environment has a positive and significant effect on job satisfaction. Thus the work environment can also influence efforts to increase employee job satisfaction. With good, comfortable and safe working environment conditions at PT. XYZ Batam will also make employees feel comfortable in carrying out their work. If a good work environment is not created, it will cause employee discomfort at work. So the work results achieved will decrease. So PT. XYZ Batam must try to create these conditions so that employees feel comfortable and safe in carrying out the work assigned by the company.

Effect of Competency (X2) on Job Satisfaction (Z). Competence has a positive and significant effect on job satisfaction, Competence can influence job satisfaction, the higher a person's competency, the higher a person's job satisfaction will be. because it has a big influence on the organization (Luthans, 2005). Competence can influence job satisfaction, the higher a person's competency, the higher a person's job satisfaction will be. because it has a big influence on the organization (Luthans, 2005). Competence can influence job satisfaction, the higher a person's competency, the higher a person's job satisfaction will be.

The Influence of the Work Environment on Employee Performance with Job Satisfaction as an Intervening Variable. Job satisfaction cannot be a mediator of the influence of the work environment on employee performance. In theory, a physical and non-physical work environment indicates that a conducive work environment has been

created so that it can create feelings of happiness and satisfaction in employees. The existence of employee satisfaction with work which is supported by the creation of a conducive work environment shows that expectations and needs related to work implementation have been met. By having their needs met, employees will be motivated to work harder and will naturally have a desire to work optimally so as to achieve the best performance according to the company's expectations (Asnawi, 2021). However, job satisfaction cannot be a determining factor. mediator of the influence of the work environment on employee performance. The work environment has a significant positive effect on employee performance. However, job satisfaction cannot influence the work environment on employee performance, meaning that even though the company has a good work environment which should be able to increase job satisfaction, job satisfaction is no longer felt by employees and cannot improve employee performance. It could be from salary or other services that are felt more by employees

Effect of Competency on Employee Performance with Job Satisfaction as an Intervening variable. Job satisfaction cannot be a mediator of the influence of competence on employee performance. In theory, according to Smith in Rivai (2010) explains job satisfaction as employees' feelings towards their work in general. Various studies show a relationship between job satisfaction, turnover rates and negative feelings of employees. This relationship can occur when employees feel dissatisfied. On the other hand, if employees feel satisfied, they will feel satisfied and want to continue working in the organization. This proves that an organization's ability to increase the job satisfaction of its employees will have a positive impact on improving the performance of the organization or company in general.

Competency has a significant positive effect on employee performance. However, job satisfaction has no effect on competency on employee performance, meaning that even though the company provides training to employees according to their interests, it should be able to increase job satisfaction, but job satisfaction is no longer felt by employees and cannot improve employee performance. of course from his abilities, perhaps from salary or other services that are felt more by employees.

CONCLUSION

The work environment has a positive and significant influence on employee performance at PT. XYZ Batam, this can be seen from the results of the t test value = 0.267 with a significance level of 0.001 which is smaller than 0.05. Work competency has a positive and significant influence on employee performance at PT. XYZ Batam . This can be seen from the results of the t test value = 0.265 and a significance value of 0.002, where the significance value is smaller than 0.05. The work environment has a positive and significant influence on job satisfaction at PT. XYZ Batam . This can be seen from the results of the t test value = 0.286 and the significance of 0.048 is smaller than 0.05. Work competency has a positive and significant influence on job satisfaction at PT. XYZ Batam. This can be seen from the results of the t test value = 0.312 and the significance of 0.043 is smaller than 0.05. Job satisfaction has a positive and significant influence on the performance of PT employees. XYZ Batam . This can be seen from the t test results, the value = 0.130 and the significance is 0.033, where the significance value is smaller than 0.05. The work environment has no effect on employee performance which

is mediated by job satisfaction at PT. XYZ Batam . This can be seen from the results of the calculated t value of 1.3919 which is smaller than the t table of 1.663 with a significance level of 5%, so it can be concluded that the mediation coefficient of 0.304 is not significant. Work competency has no effect on employee performance which is mediated by job satisfaction at PT. XYZ Batam . This can be seen from the results of the calculated t value of 1.4621 which is smaller than the t table of 1.663 with a significance level of 5%, so it can be concluded that the mediation coefficient of 0.305 is not significant. For PT. XYZ Batam, company management should make more efforts to improve the quality of their employees' work so that management goals can be achieved. Management must be more observant in paying attention to employee needs, especially regarding employee welfare which needs to be improved, because the work environment and employee satisfaction make employees more loyal to the company. Management needs to build, maintain and maintain relationships with employees as a management effort to improve employee performance optimally. Suggestions for Further Research. Although this research has been carried out as well as possible, there are limitations that cannot be avoided. For future researchers who wish to conduct the same research, the recommended research extensions include: It is hoped that the observation period will be increased, because the longer the observation time interval, the greater the opportunity to obtain better information about variables for accurate research. Refining the question indicators in the questionnaire and adapting them to the research object, so that they can describe the aims and objectives of further research. It is hoped that we can add other variables that are still related to factors related to employee performance in order to produce a broad picture with more accurate results and use a larger number of samples.

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