

The Influence of Job Insecurity, Direct Financial Compensation, Transformational Leadership, and Work Quality on Human Resource Performance (MI Ma'arif Kliwonan)

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ABSTRACT

The purpose of this study is to examine how job insecurity, direct financial compensation, transformational leadership, and work quality human resource (HR) performance at MI Ma'arif Kliwonan Wonosobo. The reason for choosing this location as the research site is due to indications of declining human resource performance at the institution. This study highlights the importance of factors such as job insecurity, financial compensation, leadership, and work quality in influencing HR performance in educational institutions, particularly in terms of generating a positive work atmosphere and enhancing the productivity of teachers. This study employed a quantitative approach that included several linear regressions. Data were acquired by distributing questionnaires to teachers at MI Ma'arif Kliwonan Wonosobo using a random sampling technique. Random sampling was chosen to ensure that each respondent had an equal opportunity to participate, allowing the research results to be more accurately generalized to the population. SPSS was used to analyze the data in this study. The findings of this study can be used to improve the efficacy of human resource management in educational institutions by taking into account key aspects that drive performance. The results of this study show that job insecurity and work quality have a positive and significant impact on HR performance, whereas direct financial compensation has a negative but significant effect. Transformational leadership does not have a significant influence. Simultaneously, these four variables significantly affect HR performance. These findings imply the need for improving HR management in educational institutions by considering these key factors to enhance productivity and create a conducive work environment.

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1. INTRODUCTION

Human resources (HR) are crucial to a nation's advancement and the advancement of science in the age of globalization. Education is crucial in helping people reach their full potential so they can do their jobs effectively. Education also aims to form human resources who are pious, competent, creative, and highly competitive (Law No. 20 of 2003). According to Law No. 20/2003 Article 39, educators are professionals who are responsible for learning, assessment, mentoring, research, and community service. Meanwhile, education

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personnel support administrative, managerial and technical services that support the education process. Employee performance has a major impact on the agency's success. Performance, in Marwansyah's opinion (2010:229), is the achievement of tasks assigned to individuals. Fahmi (2015:2) adds that performance reflects the effectiveness of the organization in achieving its mission and vision. Performance indicators include quantity, quality, attendance, and cooperative attitude (Sukmawati, 2008: 179). However, challenges such as job insecurity can reduce performance. Rowntree (2005 in Lutfiani, 2019) states that job insecurity occurs when employees feel threatened by changes in the work environment. This can reduce psychological well-being, job satisfaction, and motivation, resulting in decreased productivity (Ermawan, 2007). In MI Ma'arif Kliwonan there are changes in the work environment that trigger feelings of threat, reduce morale, and have a negative impact on productivity, so that employee performance has decreased.

Compensation is an important element in improving performance. According to Mulyadi (2015: 11), direct financial compensation includes basic salary and incentives. Bangun (2012: 255) explains that this compensation is a direct reward for employee performance. Fair and adequate compensation can increase motivation and work productivity. So that the provision of compensation that is less fair or adequate and compensation that does not meet expectations, employees tend to lose motivation, which has an impact on the quality of teacher performance at MI Ma'arif Kliwonan. While retaining a warm, engaging, and idealistic influence, transformational leadership motivates followers to put in a lot of effort for the good of the company. This leads to increased effort from workers, which in turn results in better organizational effectiveness (Robbins P, Stephen and Judge A, 2017). Thus, transformational leadership can be a solution to improve employee performance at MI Ma'arif Kliwonan. This leadership style inspires and motivates employees, encouraging them to work harder for the common good. With a friendly and stimulating approach, leaders can overcome performance decline, increase motivation, and support overall organizational effectiveness. Mangkunegara (2011) defines work quality as a measure of how well an employee does what he should do. Two things are evaluated in assessing employee performance based on the above definition, namely employee behavior and work quality. What is meant by behavioral assessment is loyalty, honesty, leadership, cooperation, loyalty, dedication and employee participation.

While the quality of work is a physical standard that is measured because of the work done or carried out by employees on their duties. Siagian (2012) suggests that work quality is a systematic effort in organizational life through a way in which employees are given the opportunity to take part in determining how they work and the contributions they make to the organization in order to achieve its goals and objectives. So that employees who are less involved in decision making or feel that their contributions are not valued, the motivation and productivity of teacher performance at MI Ma'arif Kliwonan can decrease. Therefore, it is important for organizations to increase employee involvement in the work process to support goal achievement. MI Ma'arif Kliwonan is a madrasah ibtidaiah located in a rural area with a focus on Islamic religious education and the national curriculum. The school is committed to producing a generation of noble character through a holistic learning approach that integrates religious values and science. The improvement of educational quality is a problem for MI Ma'arif Kliwonan due to its poor facilities and inadequate resources. However, the primary benefits of creating an inclusive and character-oriented learning environment are the commitment of the teachers and the assistance of the neighborhood. Therefore, the researcher is interested in examining teacher performance at the school.

LITERATURE REVIEW

Human Resource Performance

Performance is the achievement or achievement of a person with regard to the tasks assigned to him (Marwansyah, 2010: 229). Performance is the result of an employee's job performance to the organization where he works as an employee (Gani, 2009: 221). Performance is affecting how much a person contributes to the organization including output quantity, output quality, output period, workplace attendance, and cooperative attitude and the level of achievement of a person in an organization that can increase productivity (Sukmawati, 2008: 179). According to (Sugiono, 2018) There are several indicators in individual HR performance, namely:

1. Quality.

Work quality is measured by employee perceptions of the quality of work produced and the perfection of tasks.

2. Quantity.

Is the amount produced expressed in terms such as the number of units, the number of cycles of activity completed.

3. Timeliness.

It is the degree to which an activity is completed at the beginning of the stated time, viewed from the angle of coordination with the output results as well as maximizing the time available for other activities.

4. Effectiveness.

It is the degree to which the use of organizational resources (manpower, money, technology, raw materials) is maximized with a view to increasing the output of each unit of resource use.

Job Insecurity

Smithson and Lewis (2000) in Kurniasari (2004) define job insecurity as a psychological condition of a person (employee) who shows confusion or insecurity due to changing environmental conditions (perceived impermanence). This condition arises because of the many types of jobs that are temporary or contract jobs. The more types of jobs with a temporary or non-permanent duration of time, the more employees experience job insecurity. The dimensions or components that make up job insecurity according to Chirumbolo and Hellgren, (2003: 220):

1. On the job aspect, for example, no promotions, no wage increases, and changing schedules.
2. Possible changes to job continuity, such as the level of concern about being fired and also the level of concern about losing dignity.
3. Possible changes at the work environment level, such as the level of threat of job loss originating from the company's internal and external environment, changes in company regulations and also the high level of competition.

Direct Financial Compensation

Direct financial compensation is compensation that is directly in the form of basic pay (salaries and wages), incentives (Mulyadi, 2015: 11). Meanwhile, according to Bangun (2012: 255), direct financial compensation is compensation that is paid directly either in the form of basic salary (base payment) or based on performance (bonuses and incentives). So, it can be concluded that compensation is all income in the form of money or goods, directly and indirectly received by employees in return for services or contributions made to the company. According to Umar (2007: 16), the indicators of direct financial compensation are as follows:

1. Salary.

The rewards provided by the employer to employees, whose receipt is routine and fixed every month even if they do not come to work, the salary will still be received in full.

2. Incentives

Awards or rewards given to motivate workers so that their work productivity is high, it is not fixed or at any time.

3. Bonus

A lump sum payment given for meeting performance goals.

Transformational Leadership

According to (Robbins P, Stephen and Judge A, 2017) Transformational leadership is a leadership style that inspires followers to work hard for the benefit of the organization, while maintaining a friendly, stimulating, and idealized influence. This leads to increased effort from workers, which in turn results in better organizational effectiveness. According to (Kartini, 2010) revealed that transformational leadership has four indicators, namely:

1. Charisma, providing vision and mission, instilling a sense of pride, gaining respect and trust. Transformational leaders look charismatic by their followers and have a power and influence.
2. Inspirational, communicating high expectations, using symbols to focus efforts, expressing goals in simple ways.
3. Intellectual Stimulation, values subordinates' ideas (promote intelligence), develops rationalization and conducts careful problem solving.
4. Individualized Consideration, giving personal attention, appreciating individual differences, giving advice and direction.

Work Quality

Mangkunegara (2011) defines work quality as a measure of how well an employee does what he should do. Two things are evaluated in assessing employee performance based on the above definition, namely employee behavior and work quality. What is meant by behavioral assessment is loyalty, honesty, leadership, cooperation, loyalty, dedication and employee participation. While the quality of work is a physical standard that is measured because of the work done or carried out by employees on their duties. Siagian (2012) suggests that work quality is a systematic effort in organizational life through a way in which employees are given the opportunity to take part in determining how they work and the contributions they make to the organization in order to achieve its goals and objectives. According to Hasibuan (2008: 78) the indicators of employee work quality are:

1. Self-potential

Self-potential is an ability, strength, both unrealized and realized, that a person has, but has not been fully seen or used to the fullest.

2. Optimal work results

Optimal work results must be owned by an employee, employees must usually give their best work results, one of which can be seen from organizational productivity, work quality, and work quantity.

3. Work process

The work process is the most important stage where employees carry out their duties and roles in an organization, through this process employee performance can be seen from the ability to make work plans, be creative in carrying out work, evaluate work actions, take corrective actions.

4. Enthusiasm is an attitude, where an employee cares about his work. This can be seen from attendance, task execution, work motivation, work commitment.

Conceptual Framework

This study's conceptual framework shown in **Figure 1**.

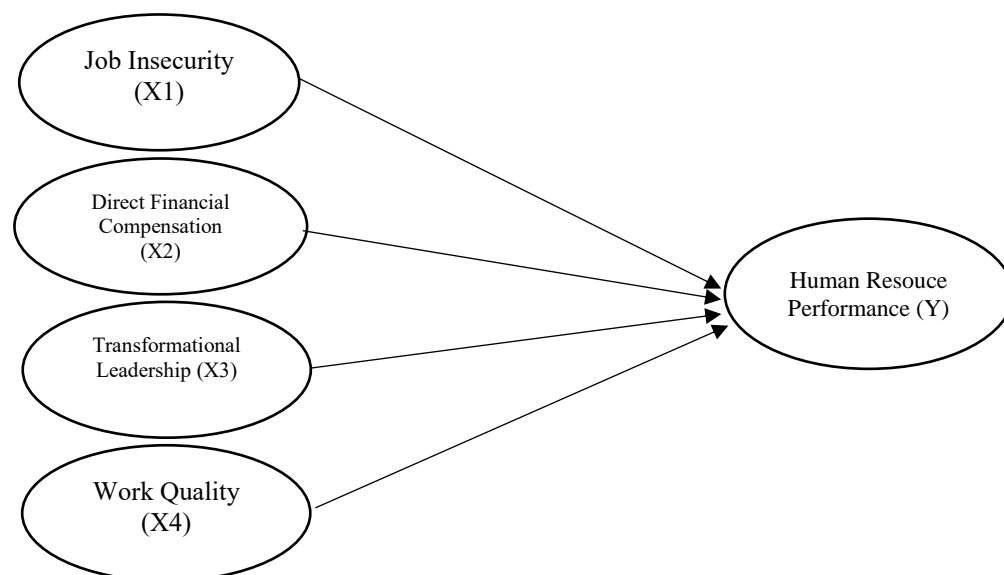


Figure 1. Conceptual Framework

2. RESEARCH METHODS

Type of Research

The type of research used in this study is associative research, namely research that connects two or more variables Sugiyono (2010). With a causal relationship, namely a relationship that is causal Sugiyono (2010). The place and time of this research was conducted at MI Ma'arif Kliwonan in Wonosobo Regency.

Operational Limitation

Operational limitations of variables are used to avoid confusion in discussing and analyzing the problems in this study. Therefore, an operational limitation is made, among others:

1. The independent variable consists of:

Job Insecurity (X1), Direct Financial Compensation (X2), Transformational Leadership (X3), and Work Quality (X4).

2. The dependent variable consists of:

Human Resource Performance (Y)

Population and Sample

The 43 participants in this study were all MI Ma'arif Kliwonan teachers. The Random Sampling category and the Simple Random Sampling technique are used in this investigation. In order to represent the population, researchers chose 41.

Types of Data and Data Sources

According to Situmorang and Lutfi (2014) the way data is obtained is divided into two based on the source, namely:

1. Primary data is data that is collected by an individual / organization directly from the object under study and for the benefit of the study concerned which can be in the form of interviews, questionnaires and observations.

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Primary data was obtained by giving a list of questions (questionnaire) to MI Ma'arif Kliwonan Wonosobo teachers.

2. Secondary data (Secondary Data) is data obtained or collected and put together by previous studies or published by various other agencies. Usually indirect sources in the form of documentation data and official archives.

Methods and Data Collection Techniques

A questionnaire, specifically a closed questionnaire with a Likert scale, was employed as the data collection tool in this investigation. This study used a questionnaire, which is a method of gathering data in which participants are provided with a list of questions or written statements to complete. If the researcher is aware of the precise variables to be measured and what to anticipate from the respondent, the questionnaire is an effective tool for gathering data. Additionally, if there are a sufficient number of respondents dispersed over a big geographic area, the questionnaire can be used. Respondents may get the questionnaire in person, via mail, or online. It may consist of closed or open-ended questions or remarks.

3. RESULTS AND DISCUSSIONS

Multiple Linear Regression Analysis

Multiple Linear Regression Analysis is the data analysis technique utilized in this study, which gathers, processes, categorizes, and interprets research data to provide a comprehensive picture of the subject of the study. Situmorang and Lufti (2014) state that the goal of multiple linear regression analysis is to ascertain the linear relationship between a number of independent variables, namely Job Insecurity (X1), Direct Financial Compensation (X2), Transformational Leadership (X3), and Work Quality (X4) Considering the dependent variable, namely Human Resource Performance (Y). The multiple linear regression equation is calculated as follows:

$$Y = a + b_1X_1 + b_2X_2 + e$$

Partial Significance Test (t-Test)

The t-statistic, often known as the t-test, is employed to determine whether the presented hypothesis is accepted or rejected. The purpose of this test is to quantify the degree of independent variables' partial influence, namely Job Insecurity (X1), Direct Financial Compensation (X2), Transformational Leadership (X3), and Work Quality (X4), regarding the dependent variable, Human Resource Performance (Y). The following **Table 1** displays the results of the partial test (t-test).

Table 1. Result Partial Test (Uji t)

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	10,206	,798		12,783	,000
	JOB INSECURITY	1,622	,145	1,388	11,171	,000
	DIRECT FINANCIAL COMPENSATION	-1,303	,189	-,996	-6,876	,000
	TRANSFORMASIONAL LEADERSHIP	-,124	,138	-,131	-,899	,375
	WORK QUALITY	,243	,075	,363	3,250	,003

a. Dependent Variable: HUMAN RESOUCES PERFORMANCE

Source: Research Findings (2024)

1. With a significance level of 0.000, the t-value for the variable Job Insecurity (X1) is 11.171. In contrast to the significance criterion of $0.000 < 0.05$ and the t-table value, t-value ($11.171 > t\text{-table } (2.028)$). This suggests that MI Ma'arif Kliwonan's human resource performance is positively and significantly impacted by job insecurity. The hypothesis is therefore accepted.
2. At a significance level of 0.000, the t-value for the variable Direct Financial Compensation (X2) is -6.876. in contrast to the significance level of $0.000 < 0.05$, the t-value ($-6.876 < t\text{-table } (2.028)$). This suggests that

it significantly affects MI Ma'arif Kliwonan's human resource performance, albeit somewhat negatively. The hypothesis is thus disproved.

3. With a significance level of 0.375, the t-value for the variable Transformational Leadership (X3) is -0.899. t-value (-0.899) < t-table (2.028), and the significance threshold of 0.375 > 0.05, in contrast to the t-table value. This suggests that it has a detrimental impact on MI Ma'arif Kliwonan's human resource performance and has no discernible effects. The hypothesis is thus disproved.
4. With a significance threshold of 0.003, the t-value for the variable Work Quality (X4) is 3.250. t-value (3.250) > t-table (2.028), with a significance threshold of 0.003 < 0.05, in contrast to the t-table value. This suggests that at MI Ma'arif Kliwonan, work quality significantly affects human resource performance and has a favorable partial effect. The hypothesis is therefore accepted.

Simultaneous Significance Test (F-Test)

The F-test is used to determine if the given hypothesis is accepted or rejected. Human Resource Performance (Y) is the dependent variable, and the F-test seeks to ascertain the simultaneous or combined impact of the independent variables—Job Insecurity (X1), Direct Financial Compensation (X2), Transformational Leadership (X3), and Work Quality (X4). Using Table 1.2 ANOVA and the SPSS processing results, the F-value is ascertained shown in **Table 2**.

Table 2. Results of the Simultaneous Test (F-Test)
ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	180,113	4	45,028	66,045	,000 ^b
	Residual	23,862	35	,682		
	Total	203,975	39			

a. Dependent Variable: HUMANRESOUCERPERFORMANCE

b. Predictors: (Constant), WORKQUALITY, TRANSFORMASIONALLEADERSHIP, JOBINSECURITY, DIRECTFINANCIALCOMPENSATION

Table 2 displays the F-value at a significance level of 0.000, which is 66.045. The significance value is less than the alpha value (0.000 < 0.05), indicating that the research data is significant based on the F-test results. This demonstrates how the factors of job insecurity, direct financial compensation, transformational leadership, and work quality all work together (simultaneously) to significantly and favorably impact MI Ma'arif Kliwonan's human resource performance.

Table 3. Coefficient of Determination (R²)

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,940 ^a	,883	,870	,826

a. Predictors: (Constant), WORKQUALITY, TRANSFORMASIONALLEADERSHIP, JOBINSECURITY, DIRECTFINANCIALCOMPENSATION

The Adjusted R Square column displays the coefficient of determination (R²) value, which is 0.870. This indicates that work quality, transformational leadership, job insecurity, and direct financial compensation account for 87% of human resource performance. Meanwhile, the remaining 13% is influenced by additional variables not addressed in this study.

Discussion of Research Findings

1. The Impact of Job Insecurity on HR Performance

The t-test for the Job Insecurity variable (X1) yielded a t-value of 11.171 at a significance level of 0.000. The t-value (11.171) exceeded the t-table value (2.028), with a significance threshold of 0.000 < 0.05. This suggests that job insecurity has a major impact on human resource performance at MI Ma'arif Kliwonan. Thus,

the hypothesis is accepted, and it is possible to conclude that the Job Insecurity variable (X1) has a positive and substantial partial effect on the Human Resource Performance of MI Ma'arif Kliwonan's personnel.

2. The Impact of Direct Financial Compensation on HR Performance.

The t-test for the Direct Financial Compensation variable (X2) yielded a t-value of -6.876 with a significance level of 0.000. The t-value (-6.876) is lower than the t-table value (2.028), with a significance threshold of $0.000 < 0.05$. This suggests a negative partial influence but a considerable effect on human resource performance at MI Ma'arif Kliwonan. Therefore, the hypothesis is rejected.

3. The impact of transformational leadership on HR performance.

The t-test for the Transformational Leadership variable (X3) yielded a t-value of -0.899 and a significance level of 0.375. The t-value (-0.899) is less than the t-table value (2.028), with a significance level of 0.375, which is greater than 0.05. This suggests a negative partial influence with no substantial effect on Human Resource Performance at MI Ma'arif Kliwonan. Therefore, the hypothesis is rejected.

4. The Impact of Work Quality on HR Performance.

The t-test for the Work Quality variable (X4) yielded a t-value of 3.250 and a significance level of 0.003. The t-value (3.250) was higher than the t-table value (2.028), with a significance level of 0.003 (less than 0.05). This suggests that work quality has a substantial impact on human resource performance at MI Ma'arif Kliwonan. Thus, the hypothesis is accepted, and it is possible to conclude that the Work Quality variable (X4) has a positive and substantial partial effect on the Human Resource Performance of MI Ma'arif Kliwonan's personnel.

5. The Impact of Job Insecurity, Direct Financial Compensation, Transformational Leadership, and Work Quality on HR Performance.

The research results show an F-value of 66.045 and an F-table value of 2.63 at a confidence level of 87% ($\alpha = 0.05$). This suggests that the F-value (66.045) exceeds the F-table (2.63), implying that H_a is accepted and H_o is rejected. The variables Job Insecurity, Direct Financial Compensation, Transformational Leadership, and Work Quality have a positive and significant impact on Human Resource Performance at MI Ma'arif Kliwonan, as indicated by a significance level of $0.000 < 0.05$.

4. CONCLUSIONS

The author's conclusions from the study titled "The Influence of Job Insecurity, Direct Financial Compensation, Transformational Leadership, and Work Quality on Human Resource Performance" are as follows:

1. Partial testing of Job Insecurity (X1) shows a significant influence on Human Resource Performance at MI Ma'arif Kliwonan. The t-value ($11.171 > t\text{-table}$ (2.028) with a significance level of $0.000 < 0.05$, indicating that H_o is rejected and H_a is accepted.
2. Partial testing of Direct Financial Compensation (X2) indicates a negative partial effect but a significant influence on Human Resource Performance at MI Ma'arif Kliwonan. The t-value ($-6.876 < t\text{-table}$ (2.028) with a significance level of $0.000 < 0.05$, indicating that H_o is accepted and H_a is rejected.
3. Partial testing of Transformational Leadership (X3) shows a negative partial influence and no significant effect on Human Resource Performance at MI Ma'arif Kliwonan. The t-value ($-0.899 < t\text{-table}$ (2.028) with a significance level of $0.375 > 0.05$, indicating that H_o is accepted and H_a is rejected.
4. Partial testing of Work Quality (X4) shows a significant influence on Human Resource Performance at MI Ma'arif Kliwonan. The t-value ($3.250 > t\text{-table}$ (2.028) with a significance level of $0.003 < 0.05$, indicating that H_o is rejected and H_a is accepted.

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