

The Influence of Leadership, Competence, and Compensation on Employee Performance at the Election Supervisory Body of Bantaeng Regency

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Abstract. *The purpose of this study is to determine and examine how employee performance at the Bantaeng Regency Election Supervisory Board is impacted by leadership, skill, and pay. Using t-tests and multiple linear regression analysis, the study was carried out at the Bantaeng Regency Election Supervisory Board main office and sub-district supervisory offices (Panwaslu). Questionnaires are the main tool used in this quantitative study to collect data. 65 respondents who work for the Bantaeng Regency Election Supervisory Board participated in the study. The findings show that leadership has a favorable but not statistically significant impact on employee performance, as shown by the significance value $P = 0.080 > 0.05$ and the t-table value exceeding the t-count ($1.669 > 1.7810$). The t-table value is less than the t-count ($1.668 < 4.906$), with a significance value of $P = 0.000 < 0.05$, indicating a positive and substantial influence of the competence variable on performance. With a significance value of $P = 0.002 < 0.05$ and a t-table value less than the t-count ($1.668 < 3.243$), compensation also has a positive and significant impact on performance. The model summary's R² value, as determined by the R² coefficient of determination test, is 0.843. This indicates that the independent variables of leadership, competence, and compensation can predict the dependent variable of employee performance by 84.3%, with other factors influencing the remaining 15.7%. Additionally, the output displays a R value of 0.665, suggesting a substantial correlation between employee performance and leadership, competence, and pay.*

Keywords: *Leadership, Competence, Compensation, Employee Performance*

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INTRODUCTION

At both the national and local levels, every government agency strives to be the best. To maximize the improvement of public services, a variety of techniques are employed (Maryam, 2016). Employees at all levels must perform at their highest level in order to accomplish this (Septian, 2023). Agencies are created in order to accomplish their objectives. Each agency's actions and attitudes have an impact on how well it accomplishes its objectives. A company's ability to survive and expand depends not only on how well it manages its money but also on how well it manages its human resources. For this reason, many businesses adopt human resource policies to preserve the value of their workforce. This is due to the fact that human resources are one aspect of a business that significantly influences its growth or advancement (Abdullah, 2017).

Since the agency's objectives can only be accomplished through the efforts of its human resources, the success of accomplishing these goals thus rests on the dependability and proficiency of employees in running the work units within the agency (Hartanto, 2008). Because they are the focus of various organizational operations, human resources are the most valuable assets of a company. Every human resource has potential in every individual, including

motivation, reasoning, skills, abilities, sentiments, knowledge, and wants, according to Sihite (2018).

The accomplishment of organizational objectives is impacted by each of these possibilities. Therefore, sufficient human resource capabilities are required to promote employee performance in order to meet organizational goals. Every business is established with specific objectives, and it can be considered successful if these objectives are met (Potu, 2013). Given the significance of human resources in the modern, globalized world, improving the caliber of human resources is one of the goals that the business must accomplish. It is envisaged that by enhancing the quality of human resources, workers will be able to work effectively, efficiently, and professionally, resulting in more satisfying performance in accordance with established work standards and supporting the accomplishment of the organization's or agency's vision and mission. Of course, humans need to be skilled and possess certain qualities in order to accomplish these visions, objectives, and goals (Ardiansah, 2023).

Given the significance of people as the actors that manage an organization, it is reasonable to argue that the most valuable assets that directly affect the institution's well-being are its human resources. One of an organization's or company's objectives in reaching high productivity is good performance. Good human resources are essential to achieving high performance (Arlan, 2022). According to Komaling et al. (2023), performance is the benchmark of an employee's job outcomes that have been attained and benefit the Agency.

Naturally, a manager or agency leader must take into account supporting aspects while enhancing an employee's performance in order to raise the agency's degree of success (Mundung et al., 2022). Individual employee performance has a significant impact on the organization's ability to fulfill its vision and mission. To accomplish organizational objectives, any business must constantly enhance the performance of its people resources. Depending on the employee's level of willingness and ability, which may be determined by the outcomes of his job, a person's performance is a combination of motivation, ability, effort, and opportunity to finish tasks or work (Nasrih, 2010).

Competence and remuneration are two of the many aspects that can affect performance, according to a number of earlier research. Performance, according to Akila (2020), is the willingness of an individual or group of individuals to complete a task and perfect it in accordance with their obligations with the anticipated outcomes. Positive reactions to work and the agency are indicators of employee performance. High-performing employees can provide positive outcomes (Pioh & Tawas, 2016). Leadership, competency, and compensation are some of the factors that must be taken into account in order to improve employee performance (Wondal et al., 2019).

Employee performance will be impacted by unprofessional leadership, which is a crucial component of any business or government organization. This supports the idea that leadership has a major role in determining whether an organization succeeds or fails, as the leader bears responsibility for a job's failure (Sumirah & Surayya, 2020). Erri et al. (2021) state that a leader or leaders in a company can have an impact on employee performance.

According to Marbun et al. (2022), a leader's role is to guide, guide, direct, and develop motivation for work, establish effective communication in order to provide efficient supervision, and bring subordinates to the intended target within the time and criteria that have been specified. There is a noble statement that holds the leader accountable for the failure of a job's implementation, placing the leader's role in an organization at the top of the hierarchy. The ability of leaders to give direction, communication, and decision-making within the organization is more significant than their ability to guide and direct their subordinates.

Because a company's dynamics are reflected in its leaders, who help the firm reach its objectives. Good performance will be influenced by good leadership (Sari et al., 2021). Employee performance is affected by a number of factors, but competency is a crucial one (Elizar & Tanjung,

2018). Competence refers to each person's capacity for work, which comprises knowledge, abilities, and work attitudes that meet predetermined requirements. Competence is a set of abilities, information, and conduct that are observable and crucial to an organization's success as well as the productivity and individual contributions of its workers.

Competence is the capacity to carry out a task or job that is backed by the work attitude needed for the job and is founded on knowledge and skills. Conversely, competence encompasses a range of information, abilities, characteristics, and behaviors that may be business-oriented, interpersonal skills-related, or technical, according to Amellya et al. (2022). Employee performance is influenced by or contributed to by competence. This is consistent with the findings of earlier research, which demonstrate empirically that competence significantly and favorably affects performance.

The performance of Makassar City Social Service staff is positively and significantly impacted by competence, according to a comparable study by Hidayat et al. (2020). Employee performance is also impacted by the remuneration element in addition to the competence factor. The rules or incentives that the company offers its employees may also have an impact on their performance. Giving feedback creates a formal collaboration link between the employee and the organization.

Naidu & Satyanarayana (2018) said that, Workers must perform their duties effectively, and the business must compensate them. Employee unhappiness with compensation, including the lack of incentives, health benefits, annual bonuses, and wage modifications, among other things, frequently contributes to declining employee performance. Ibn Majah's narration of the Hadith of the Prophet Muhammad, which reads, "Pay Workers' Wages Before Their Sweat Dries" (HR. Ibn Madjah), is consistent with this. An organization's ability to recruit, retain, or encourage people to stay with the company depends in large part on its pay. Employee performance is positively and significantly impacted by compensation. This study supports the finding that employee performance is significantly impacted by compensation (Sari et al. 2020). It differs, although, from the study by Kresmawan et al. (2021), which found that pay has a favorable but insignificant impact on worker performance.

Overseeing the conduct of elections across the Unitary State of the Republic of Indonesia is the responsibility of the General Election Supervisory Agency (Bawaslu), an organization that organizes elections. Election supervisors' responsibilities, powers, and duties in accordance with Law Number 7 of 2017's general election mandate. Employee performance and achievement of job results are the present troublesome phenomena at the Bantaeng Regency BAWASLU office. Some employees have not performed at their best.

In addition to the hundreds of reports of suspected violations that have been submitted to the Bantaeng Regency BAWASLU, one job should be able to be finished in a day, but it cannot be finished until the following day when the work piles up. Similarly, the Bantaeng Regency community consistently criticizes election organizers for their lack of objectivity. Employees at the Bantaeng Regency BAWASLU Office continue to perform poorly in terms of quality, with numerous assignments remained unfinished on time. Phenomena such as poor task completion skills and delays in report collection and correction of supervision results reports and supervision work instruments, which have drawn harsh criticism from higher-level leaders, In addition to the fact that many Election Supervisors often repeat their financial reports, some staff work too quickly and allow work to accumulate on their desks.

In the same way, AD-HOC organizers at the sub-district and village levels have recently voiced their displeasure with the delays in salary and compensation. The workload, which is always inversely proportional to the compensation offered, makes many employees and Election Supervisors at the sub-district level lazy and frequently do not work to their full potential. Employees should also make an effort to ensure that their work results benefit the agency where they work. It would be fascinating to reexamine this given the occurrences that take place and the disparate findings from earlier research that have been described in the backdrop above. Thus,

this study will determine how employee performance in the BAWASLU Secretariat of Bantaeng Regency is influenced by leadership, competence, and compensation.

METHODS

Quantitative research using descriptive and inferential approaches is the sort of research employed, depending on the variables examined (Planetary Research). Because it adheres to the scientific criteria of being empirical, objective, measurable, logical, and systematic, this approach is known as a scientific method. Because the research data is numerical and statistics are used for analysis, this approach is known as a quantitative approach (Salim et al., 2021). The Secretariat of the Election Supervisory Agency (BAWASLU) of Bantaeng Regency is where researchers perform their studies. Following the distribution of questionnaires and data processing, which took place during the course of the study's two-month span from January to February, the interpretation of the research findings was examined. A population is a category for generalization that includes things or subjects with particular attributes and traits that are used in research to be examined and ultimately determined. The population in this study consisted of 182 employees, including those with the status of State Civil Apparatus and those acting as organizers at the sub-district and village levels, according to the author's observations and information gathered either during the initial research location or after conducting observations. A sample is a subset of the population under study, or a subset of the population's attributes. To calculate the sample size using a population of 182 district and sub-district employees and supervisors.

RESULTS AND DISCUSSION

Validity test is used to measure the validity of a questionnaire. The criteria used to state an instrument is valid or suitable for use. Reliability test is intended to measure a questionnaire which is an indicator of a variable. Reliability is measured by the Cronbach's alpha (α) statistical test. A variable is said to be reliable if it provides a Cronbach's alpha value > 0.50 . The results of the reliability test can be seen in the following table:

Table 1. Validity Test and Reliability Test

Variable	Item	R	Sig.	Inf	Reliability	Inf.
Leadership	1	0,569	0,000	Valid	0,543	Reliabel
	2	0,465	0,000	Valid		Reliabel
	3	0,493	0,000	Valid		Reliabel
	4	0,525	0,000	Valid		Reliabel
	5	0,669	0,000	Valid		Reliabel
	6	0,583	0,000	Valid		Reliabel
Competence	1	0,543	0,000	Valid	0,644	Reliabel
	2	0,667	0,000	Valid		Reliabel
	3	0,559	0,000	Valid		Reliabel
	4	0,632	0,000	Valid		Reliabel
	5	0,459	0,000	Valid		Reliabel
	6	0,721	0,000	Valid		Reliabel
Compensation	1	0,565	0,000	Valid	0,799	Reliabel
	2	0,643	0,000	Valid		Reliabel
	3	0,666	0,000	Valid		Reliabel
	4	0,685	0,000	Valid		Reliabel
	5	0,657	0,000	Valid		Reliabel
	6	0,666	0,000	Valid		Reliabel
	7	0,630	0,000	Valid		Reliabel
	8	0,663	0,000	Valid		Reliabel
Performance	1	0,499	0,000	Valid	0,708	Reliabel
	2	0,379	0,002	Valid		Reliabel

	3	0,467	0,000	Valid		Reliabel
	4	0,553	0,000	Valid		Reliabel
	5	0,665	0,000	Valid		Reliabel
	6	0,629	0,000	Valid		Reliabel
	7	0,739	0,000	Valid		Reliabel
	8	0,630	0,000	Valid		Reliabel

Source: Data processed in SPSS Year, 2025

The validity of the study instrument for all items and variable indicators is demonstrated by Table 1, where all significance values are less than 0.05. The degree to which a measuring device may be depended upon or trusted is indicated by its reliability. If a new measuring device consistently yields consistent results from the same measurement symptoms conducted at several times, it can be considered reliable and trustworthy. The Cronbach Alpha approach can be used to do a reliability test; a research tool is considered dependable if its reliability coefficient, or alpha, is 0.5 or above. According to the findings of the research instrument's reliability test, which are displayed in Table 1, every research instrument is dependable. As can be observed, every variable in this study had an alpha or reliability coefficient higher than 0.5. The normality, multicollinearity, and heteroscedasticity tests are the traditional assumption tests employed in this investigation.

Normality Test

The regression model is said to be normally distributed if the plotting data (dots) that describe the actual data follow the diagonal line.

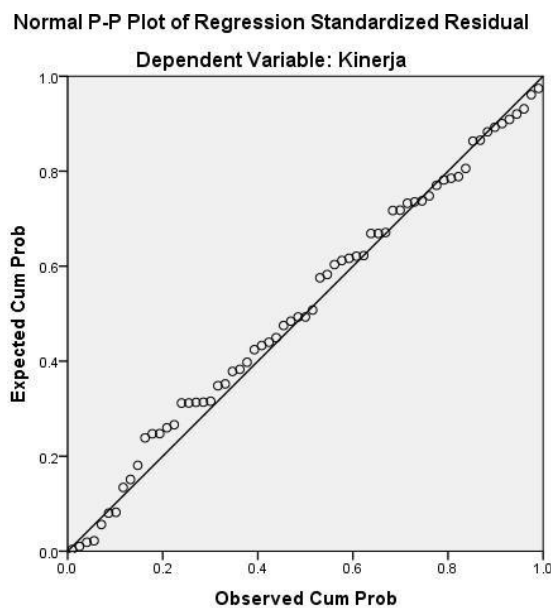


Figure 1. Normality Test Results

According to Iman Ghozali (2011:161) a regression model is said to be normally distributed if the plotting data (dots) that describe the actual data follow the diagonal line. Based on the image above, the plotting data (dots) follow the diagonal line, so the data can be said to be normally distributed.

Multicollinearity Test

Multicollinearity Test is needed to obtain the actual correlation, which is purely not influenced by other variables that are actually, which are purely not influenced by other variables that may have an effect.

Table 2. Multicollinearity Test

Variable	Collinearity Tolerance	VIF	Inf.
Leadership (X1)	0.096	1,305	No Multicollinearity
Competence (X2)	0.096	1,034	No Multicollinearity
Compensation (X3)	0.099	1,001	No Multicollinearity

Source: Data Processed by SPSS in 2025

Based on the table above, the calculation results of the Variance Inflation Factor (VIF) value show that no independent variable has a VIF value of more than 10. So, it can be concluded that there is no multicollinearity between independent variables in the regression model.

Heteroscedasticity Test

If the points are spread above and below the number 0 on the Y axis, then the regression model can be said to have no heteroscedasticity, and vice versa.

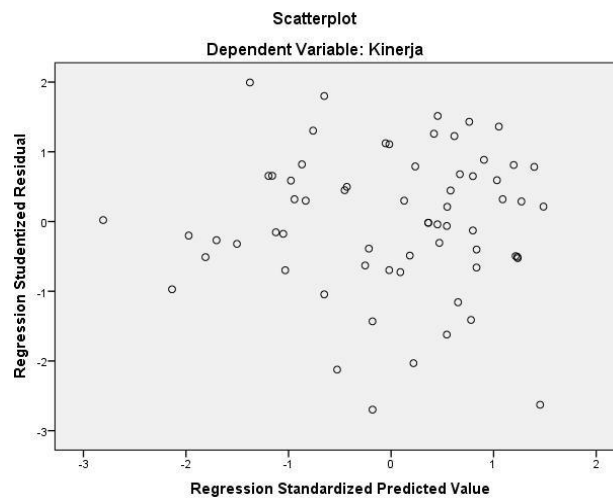


Figure 2. Heteroscedasticity Test Results

Based on the image above, it shows that the points are spread above and below the number 0 on the Y axis, so the regression model can be said to have no heteroscedasticity.

Multiple Linear Regression Analysis

The goal of multiple regression analysis is to estimate the population average based on the known value of the independent variable by examining the relationship of dependent variables (bound) with one independent variable (free variable). Coefficients for each independent variable represent the regression analysis's findings. The purpose of this study's multiple linear regression analysis is to ascertain how much the independent variables leadership, competence, and compensation influence the dependent variable, performance. Coefficients for each independent variable represent the regression analysis's findings. Using an equation to predict the value of the dependent variable yields this coefficient.

Table 3. Results of Multiple Linear Regression Analysis Coefficientsa

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	4.341	4.400	9.850	.000	
	Leadership	.237	.133	.173	.008	
	Competence	.524	.107	.483	4.906	.000
	Compensation	.331	.071	.316	3.243	.002

Source: Data Processed by SPSS in 2025

Based on the table above, the multiple linear regression equation model is obtained as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

$$Y = 1.498 + 0.245X_1 + 0,492X_2 + 0,362X_3 + e$$

According to the regression equation above, which partially illustrates the relationship between the independent and dependent variables, (1) Performance is (4.341) if the Leadership, Competence, and Compensation variables (X1, X2, and X3 values are 0) remain unchanged; (2) Leadership's regression coefficient value is 0.237, which indicates that if the Leadership variable (X1) increases by 1% while assuming that the Competence variables (X2), Compensation (X3), and constant are 0, Performance increases by 0.237%. This indicates that performance is positively impacted by the Competence variable; (3) The regression coefficient value of Competence is 0.524, which means that performance will increase by 0.524% if the Competence variable (X2) rises by 1% under the assumptions that the Leadership variables (X1), Compensation (X3), and constant are all equal to zero. This demonstrates that the Work Environment variable has a positive impact on performance; (4) The Work Discipline regression coefficient is 0.331, which indicates that performance will increase by 0.331% if the Compensation variable (X3) rises by 1% under the presumption that the Leadership variable (X1), Competence variable (X2), and constant are all equal to 0. This demonstrates how the Work Discipline variable improves performance.

T Test

The t test is used in partial hypothesis testing to determine whether each independent variable has an impact on the dependent variable. Hantono (2017). The significance value serves as the foundation for the t Test's decision-making process, which states that: (1) the independent variable partially has a significant impact on the dependent variable if the significance value is less than 0.05, and (2) the independent variable partially does not have a significant impact on the dependent variable if the significance value is greater than 0.05.

Table 4. Results of the T Coefficient Test

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.341	4.400		9.850	.000
	Leadership	.237	.133	.173	1.781	.080
	Competence	.524	.107	.483	4.906	.000
	Compensation	.331	.071	.316	3.243	.002

Source: data processed by SPSS 2025

The multiple linear regression equation model that follows is derived from the previous table: (1) The Leadership Significance coefficient has a value of 0.008. This indicates that the Leadership Variable's (X1) Significance Value is $0.08 > 0.05$. This demonstrates that employee performance is not much impacted by the leadership variable; (2) The Competence Significance coefficient has a value of 0.000. This indicates that the Competence Variable (X2) has a Significance Value of $0.000 < 0.05$. This indicates that employee performance is significantly impacted by the competence variable; (3) the compensation significance coefficient has a value of 0.002. This indicates that $0.002 < 0.05$ is the Compensation Variable's (X3) Significance Value. This demonstrates that employee performance is significantly impacted by the compensation variable. The following deductions can be made in the Hypothesis Test based on the previously provided explanation: (1) The leadership variable (X1) has a positive influence on employee performance, as evidenced by the regression value of its contribution of 0.237%; however, this influence is not significant, as evidenced by the significance of the leadership variable (X1) on employee performance (Y) $0.08 > 0.05$. Therefore, it can be concluded that H0 is accepted while H1 is rejected. (2) The competence variable (X2) has a positive and significant influence on

employee performance, as evidenced by the regression value of its contribution of 0.524% and the significant value of the competence variable (X2) on employee performance. Given that (Y) $0.000 < 0.05$, it can be concluded that H0 is rejected and H2 is accepted; (3) The compensation variable (X3) has a significant and positive impact on employee performance. This is demonstrated by the Compensation Variable Regression value of 0.331% and the Compensation Variable (X3)'s Significant Value on Employee Performance (Y) of $0.002 < 0.05$. Thus, it can be inferred from this that H0 is rejected and H3 is accepted; (4) At the Bantaeng Regency Election Supervisory Body, employee performance (Y) is positively but not significantly impacted by leadership (X1), whereas employee performance is positively and significantly impacted by competence (X2) and compensation (X3).

R2 Determination Coefficient Test

The capacity to measure a model in interpreting the dependent variable is known as the coefficient of determination (R2), according to Ghozali (2016). The coefficient of determination has a value between 0 and 1. A low R2 value indicates that the independent variable's capacity to explain the dependent variable's variation is severely constrained. Although the variable is not significant, it can be interpreted that if it approaches a value of 1, the independent variable can provide the desired information in predicting the dependent variable. This is why the R-square value is necessary. Each additional independent variable will raise the coefficient of determination (R2). But if the value becomes close to zero, the independent variable is unable to forecast the dependent variable with the necessary accuracy.

Table 5. Results of the R2 Model Summary Determination Coefficient Test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.665a	.843	.415	1.033

The results of the adjusted R² test in this study obtained a value of 0.843. This shows that Employee Performance is influenced by the Leadership, Competence, and Compensation variables which are perceived as 84.3%, while the remaining 15.7% is influenced by other variables.

The results of multiple linear regression and the T-test, which are based on the issue formulation and the first hypothesis, demonstrate that leadership at the Bantaeng Regency Election Supervisory Agency has a positive but negligible impact on staff performance. These data suggest that employees' performance outcomes will improve with their level of leadership. Research site facts indicate that employee performance at the Bantaeng Regency Election Supervisory Agency is significantly impacted by a positive leadership attitude. Because improved performance will result from a person's superior leadership. This implies that effective leadership must be upheld and continuously enhanced in order to increase employee accountability and motivation for assigned tasks, resulting in high-quality work that subsequently influences employee performance as intended by the organization. This finding supports the findings of a study by Syafrisal et al. (2022), which found that while there is a non-significant effect, raising leadership variables can boost staff productivity at PT. Sukanda Djaya Medan. However, the results of this study contradict those of a study by Subardjono (2017), which found that leadership at East OKU DISDIKNAS had a significant impact on worker productivity.

CONCLUSION

The Leadership Variable Regression value of 0.237% indicates that there is a Positive Influence of Leadership (X1) on Employee Performance. The relevance of the Leadership variable (X1) on Employee Performance (Y) $0.08 > 0.05$, however, indicates that it is not significant. In light of this, the Bantaeng Regency General Election Supervisory Agency must keep enhancing leadership attitudes in order to help staff members perform better and contribute in line with the agency's expectations. A recommendation To the Bantaeng Regency Election Supervisory Agency: Always strive to exhibit a positive leadership style and inspire all staff members to support and encourage each other's job performance. In order to support employees'

performance capacities in carrying out their duties, the Bantaeng Regency Election Supervisory Agency should formally conduct training and education in order to help its staff members comprehend the value of competence. In order to encourage and motivate employees to perform their jobs as best they can, the Election Supervisory Agency of Bantaeng Regency should always strive to pay all employees according to their work results. It is advised that future researchers include indicators that have not been examined in this study since it is anticipated that they will include independent variables that could impact performance, such as work experience, education, or more specialized variables.

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