



## **Employee Competence and Attachment Impact against Employee Performance at PT.Vincent Sheppard Indonesia**

**Santi Firda Sari<sup>1</sup>, Kartono<sup>2</sup>, Sunimah<sup>3</sup>**

<sup>123</sup>Universitas Swadaya Gunung Jati Cirebon, email: santifirdasari82@gmail.com

**Abstract.** Employee performance is significant to note since employees are crucial to the organization's ability to achieve its objectives and advance to compete successfully. Organizations or businesses with high employee performance will have more human resources available. Competence and employee engagement are two elements that must be considered while attempting to improve employee performance. Competence is a characteristic that aids in achieving strong performance, and employee engagement is a feature that employees receive for what they accomplish or obtain, with the desires of employees being met to ensure high motivation and morale at work. This study sought to ascertain how competency and employee engagement impacted workers' performance at PT. Vincent Sheppard Indonesia. A quantitative research method was adopted for the study. The 275 participants in this study were all PT. Vincent Sheppard Indonesia employees. The Slovin method was used in this investigation with a 74-person sample and a tolerance level or error of 10%. The proportionate stratified random sampling approach is the one that is employed. Multiple linear regression is the method of data analysis that has been applied. The findings indicated that the factors of competence and employee engagement had a favorable and significant impact on employee performance, either partially or concurrently.

**Keyword:** Employee, Companies, Organization, Performance, Vincent Sheppard

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### **INTRODUCTION**

Human Resources (HR) is the most crucial investment in a company because human resources can be interpreted as an essential element in the business development process, especially in large-scale organizations (Waris & Mangkunegara, 2015). A company can be said to be successful and has an optimal performance based on the productivity of its employees; then, the company will encourage employees to show their best performance. Human Resources (HR) is essential as a potential driver of all change activities. Every company must be able to maintain, maintain and improve the quality of its HR performance.

To face the competition, every company must have competent human resources to improve quality and quality in the organization to advance the company. The performance of employees in a company becomes a significant factor because workers play a crucial role in the organization's success. How well a leader manages the performance of his subordinates will

directly affect the performance of individuals, work units, and the entire organization. Organizations or companies that have good employee performance will increase human resources in a company.

Human resources that are qualified, superior, and have good performance are human resources that have high performance, which are under the organization's needs, have competent human resources, and have high responsibility. PT. Vincent Sheppard Indonesia is a company engaged in manufacturing problems that occur in the company. Namely, more than employee performance is needed to satisfy the company. Performance appraisals at unsatisfactory levels every year always increase and decrease. This is caused by employees who rarely come to work, a lack of cooperation among employees, and a lack of employee responsibility for their work.

Performance of employees of PT. Vincent Sheppard Indonesia could be more optimal, causing the achievement of monthly production targets to be attainable. The company provides reprimands and input to employees who still need improvement to improve their performance again. Competency is essential in improving employees' knowledge, expertise, and attitude. Employee attachment can affect performance, with employees having a high attachment. One aspect that employees get for what employees achieve or get, employee desires are fulfilled so that employees work with high motivation and morale.

Kasmir (2019, p. 183) argues, "Performance is the value of a set of employee behaviors that contribute, either positively or negatively, to the fulfillment of organizational goals." Wirawan, adopted in (Burso, 2018, p. 99) also argues, namely: "Performance is the result of work that employees, both individuals and groups in an organization can achieve." Therefore, quality human resource management with good employee competence and attachment can improve employee performance.

## **LITERATURE**

*Competency* is defined as a person's capacity to perform satisfactorily at work, including transferring and applying knowledge and abilities to novel settings. A worker's abilities can be improved, which will aid in achieving organizational objectives. According to Sutrisno (2019, p. 203), "Competence is defined as knowledge, skills, and abilities mastered by someone who has become part of himself to perform cognitive, affective, and psychomotor behaviors as well as possible."

"Competence is the ability of individuals to carry out a job correctly and have excellence based on knowledge, expertise, and attitudes" Edison et al. (2018, p. 140). The statement "Competency is a map of employee capacity for the attributes of the work they carry, which is a collection of abilities, skills, maturity, practice, effectiveness, efficiency, and success in carrying out job responsibilities" is made by (Priansa. D.J., 2016, p. 254). The three components of competence are, according to Edison et al. (2018), 1) Knowledge, 2) Skills, and 3) Attitudes. Indicators of competency are described as follows by (Edison et al., 2018, p. 147):

1. Have knowledge that supports the work
2. Have a willingness to improve knowledge
3. Have technical expertise in accordance with the field of work handled
4. Have the ability to identify problems
5. Have the ability to find solutions to the problems faced
6. Have initiative in helping colleagues
7. Have friendliness and courtesy in carrying out work
8. Seriously respond to every customer complaint

Employee attachment is a positive attitude held by highly motivated workers with a complete sense of purpose. It is the desire to keep trying and not give up in the face of difficulties and to take full responsibility for all the work they accomplish. Employee attachment can guarantee that workers will work for the firm or organization and will not leave the company or organization. "Employee engagement is a feeling of individual and towards purpose and a feeling of passion, evident to others in the personal initiative, adaptability, effort, and spirit of persistence directed towards organizational goals," according to Macey et al., as quoted in Kaswan (2019).

Employee involvement is regarded as a source of significant competitive advantage in challenging times, according to research by Bedarkar & Pandita (2014). Employee engagement is a positive attitude and dedication to contribute positively in carrying out quantifiable job activities (Kartono, 2017, p. 27). (Kartono, 2017, p. 27) lists two dimensions: (1) Job Engagement and (2) Organizational Engagement. Employee Engagement metrics (Kartono, 2017, p. 27) proposed several employee engagement metrics, including the following:

1. Job Satisfaction
2. Sooth
3. Concentration

4. Meaningfulness
5. Proud of the company
6. Justice
7. Recommend
8. Commitment

From the previous description, it can be inferred that employee attachment is a benefit that employees receive in exchange for what they accomplish or obtain and that employee needs are satisfied for employees to work with high motivation and morale. Performance refers to an individual's accomplishments during their working time when the outcomes of their labor must be demonstrated concretely and measurably (about predefined standards). According to Kasmir (2019, p. 183), performance is the worth of a group of employee actions that either positively or negatively affect the achievement of corporate goals. "Performance is the result of work that can be achieved by employees individually and in an organization," argues Wirawan, as quoted in Burso (2018, p. 99). According to (Wibowo, 2016, p. 84), the following five elements might determine whether or not performance is good:

- a) Personal factors,
- b) Leadership factors,
- c) Team factors,
- d) System factors,
- e) Contextual (situation factors).

Wirawan, who is cited in Burso (2018) on page 99, explains performance dimensions and indicators by contending that: 1) Work Results, including measures of output quantity, output quality, and output efficiency. Workplace rigor, initiative, and discipline are indicators of good job behavior. 3) Characteristics reveal honesty and originality. The performance above is connected to adjustments in PT—Vincent Sheppard Indonesia's performance, which comprises work outcomes, work behavior, and attributes.

## **METHOD**

There are 275 employees at PT—Vincent Sheppard Indonesia, the population used for this study. Techniques for gathering data combine primary and secondary data with information from literature reviews, journals, and past studies. This study's analytical approach is quantitative. According to Sugiyono (2017), "Quantitative research methods can be interpreted as research methods based on the pilaf of positivism, used to examine specific populations or

samples, sample collection techniques are typically carried out randomly, data collection using research instruments, and quantitative/statistical data analysis to test hypotheses that have been set."

Using SPSS version 26 windows, this study examines the relationship between the independent variables of employee competence and attachment and the dependent variable of employee performance. Researchers employ several techniques to get the study's results, including partial tests, simultaneous testing, coefficients of determination, multiple linear regression analysis, validity tests, and reliability tests.

The following are the study's hypotheses:

1. Competency has a positive and significant effect on employee performance
2. Employee engagement has a positive and significant effect on employee performance.
3. Employee competence and attachment have a positive and significant effect on employee performance.

## DISCUSSION

Explain each of the following statements from each indicator used: First, data analysis of respondents' responses to competency-related characteristics was Measured in this study using eight questions with eight indications—results of the respondents' opinions on competency.

**Table 1. Competency Questionnaire Answers**

| Statement | Answer |    |    |     |    |     |    |   |     |   | Average |       |      |
|-----------|--------|----|----|-----|----|-----|----|---|-----|---|---------|-------|------|
|           | SS     |    | S  |     | CS |     | TS |   | STS |   |         | Sum   |      |
|           | 5      |    | 4  |     | 3  |     | 2  |   | 1   |   |         |       |      |
|           | F      | X  | F  | X   | F  | X   | F  | X | F   | X |         | F     | X    |
| P1        | 7      | 35 | 32 | 128 | 32 | 128 | 2  | 4 | 1   | 1 | 74      | 296   | 4.00 |
| P2        | 9      | 45 | 35 | 140 | 26 | 78  | 3  | 6 | 1   | 3 | 74      | 272   | 3,67 |
| P3        | 9      | 45 | 46 | 184 | 15 | 45  | 3  | 6 | 1   | 3 | 74      | 283   | 3,82 |
| P4        | 10     | 50 | 38 | 152 | 22 | 66  | 4  | 8 | 0   | 0 | 74      | 276   | 3,72 |
| P5        | 8      | 40 | 34 | 136 | 28 | 84  | 4  | 8 | 0   | 0 | 74      | 268   | 3,62 |
| P6        | 3      | 15 | 41 | 164 | 26 | 78  | 1  | 2 | 3   | 3 | 74      | 262   | 3,54 |
| P7        | 5      | 25 | 32 | 128 | 33 | 99  | 2  | 4 | 1   | 1 | 74      | 257   | 3,47 |
| P8        | 7      | 35 | 44 | 176 | 20 | 60  | 2  | 4 | 1   | 1 | 74      | 276   | 3,72 |
| Total     |        |    |    |     |    |     |    |   |     |   |         | 29,56 |      |
| Average   |        |    |    |     |    |     |    |   |     |   |         | 3,69  |      |

Most respondents, according to the responses, agreed with the assessment (4) about employee competence, which included items like having knowledge that supports work, being willing to learn more, having a certain level of technical expertise, having a certain level of

problem-solving aptitude, having a certain level of initiative in helping others, and having a certain level of friendliness and politeness in carrying out tasks.

**Table 2. Employee Attachment Questionnaire Answers**

| Statement | Answer |     |    |     |    |     |    |   |     |   | Average |     |      |
|-----------|--------|-----|----|-----|----|-----|----|---|-----|---|---------|-----|------|
|           | SS     |     | S  |     | CS |     | TS |   | STS |   |         | Sum |      |
|           | 5      |     | 4  |     | 3  |     | 2  |   | 1   |   |         |     |      |
|           | F      | X   | F  | X   | F  | X   | F  | X | F   | X |         | F   | X    |
| P1        | 20     | 100 | 38 | 152 | 14 | 42  | 2  | 4 | 0   | 0 | 74      | 292 | 4,02 |
| P2        | 5      | 25  | 33 | 132 | 32 | 96  | 4  | 8 | 0   | 0 | 74      | 261 | 3,52 |
| P3        | 5      | 25  | 36 | 144 | 29 | 87  | 3  | 6 | 1   | 1 | 74      | 263 | 3,55 |
| P4        | 4      | 20  | 33 | 132 | 33 | 132 | 4  | 8 | 0   | 0 | 74      | 292 | 3,94 |
| P5        | 4      | 20  | 31 | 124 | 35 | 105 | 3  | 6 | 1   | 1 | 74      | 256 | 3,45 |
| P6        | 5      | 25  | 39 | 156 | 26 | 78  | 3  | 6 | 1   | 1 | 74      | 266 | 3,59 |
| P7        | 4      | 20  | 40 | 160 | 27 | 81  | 2  | 4 | 1   | 1 | 74      | 266 | 3,59 |
| P8        | 10     | 50  | 38 | 152 | 24 | 72  | 2  | 4 | 0   | 0 | 74      | 278 | 3,75 |
| Total     |        |     |    |     |    |     |    |   |     |   | 29,41   |     |      |
| Average   |        |     |    |     |    |     |    |   |     |   | 3,67    |     |      |

Source : Primary data processed 2022

In the answer respondents stated most respondents answered agreed with the assessment (4) about employee attachment including: Job satisfaction, sincerity, concentration, meaningfulness, pride in the company, fairness, recommending, commitment.

**Table 3. Employee Performance Questionnaire Answers**

| Statement | Answer |    |    |     |    |    |    |   |     |   | Average |     |      |
|-----------|--------|----|----|-----|----|----|----|---|-----|---|---------|-----|------|
|           | SS     |    | S  |     | CS |    | TS |   | STS |   |         | Sum |      |
|           | 5      |    | 4  |     | 3  |    | 2  |   | 1   |   |         |     |      |
|           | F      | X  | F  | X   | F  | X  | F  | X | F   | X |         | F   | X    |
| P1        | 7      | 35 | 42 | 168 | 21 | 63 | 2  | 4 | 2   | 4 | 74      | 274 | 3,70 |
| P2        | 9      | 45 | 35 | 140 | 26 | 78 | 4  | 8 | 0   | 0 | 74      | 271 | 3,66 |
| P3        | 9      | 45 | 39 | 156 | 22 | 66 | 4  | 8 | 0   | 0 | 74      | 275 | 3,71 |
| P4        | 10     | 50 | 35 | 140 | 26 | 78 | 2  | 4 | 1   | 1 | 74      | 273 | 3,68 |
| P5        | 9      | 45 | 37 | 148 | 24 | 72 | 4  | 8 | 0   | 0 | 74      | 273 | 3,68 |
| P6        | 8      | 40 | 34 | 136 | 29 | 87 | 3  | 6 | 0   | 0 | 74      | 269 | 3,63 |
| P7        | 6      | 30 | 45 | 180 | 19 | 57 | 4  | 8 | 0   | 0 | 74      | 275 | 3,71 |
| P8        | 6      | 30 | 44 | 176 | 20 | 60 | 4  | 8 | 0   | 0 | 74      | 274 | 3,70 |
| Total     |        |    |    |     |    |    |    |   |     |   | 29,47   |     |      |
| Average   |        |    |    |     |    |    |    |   |     |   | 3,68    |     |      |

Source : Primary data processed 2022

In the answer, respondents stated that most respondents agreed with the assessment (4) about employee attachment including: Quality of work, quantity of work, efficiency in carrying out tasks, work discipline, initiative, thoroughness, honesty and creativity.

Validity test is the equation of data reported to researchers with data obtained by research subject.

**Table 4. Validity Test**

| Variable                                  | Indicator | R count | R table | Information |
|---|-----------|---------|---------|-------------|
| Competence Independent Variables          | X1.1      | 0,776   | 0,2287  | Valid       |
|   | X1.2      | 0,732   | 0,2287  | Valid       |
|   | X1.3      | 0,680   | 0,2287  | Valid       |
|   | X1.4      | 0,636   | 0,2287  | Valid       |
|   | X1.5      | 0,626   | 0,2287  | Valid       |
|   | X1.6      | 0,600   | 0,2287  | Valid       |
|   | X1.7      | 0,633   | 0,2287  | Valid       |
|   | X1.8      | 0,584   | 0,2287  | Valid       |
| Attachment Employee Independent Variables | Indicator | R count | R table | Information |
|   | X2.1      | 0,622   | 0,2287  | Valid       |
|   | X2.2      | 0,644   | 0,2287  | Valid       |
|   | X2.3      | 0,792   | 0,2287  | Valid       |
|   | X2.4      | 0,655   | 0,2287  | Valid       |
|   | X2.5      | 0,666   | 0,2287  | Valid       |
|   | X2.6      | 0,749   | 0,2287  | Valid       |
|   | X2.7      | 0,776   | 0,2287  | Valid       |
| X2.8                                      | 0,589     | 0,2287  | Valid   |             |
| Employee Performance Dependent Variables  | Indicator | R count | R table | Information |
|   | Y.1       | 0,736   | 0,2287  | Valid       |
|   | Y.2       | 0,725   | 0,2287  | Valid       |
|   | Y.3       | 0,694   | 0,2287  | Valid       |
|   | Y.4       | 0,669   | 0,2287  | Valid       |
|   | Y.5       | 0,643   | 0,2287  | Valid       |
|   | Y.6       | 0,595   | 0,2287  | Valid       |
|   | Y.7       | 0,705   | 0,2287  | Valid       |
| Y.8                                       | 0,658     | 0,2287  | Valid   |             |

Source: Data Processing Results, 2022

Umar (2014, p. 166) suggests that: "The validity test is used to determine whether there are questions on the questionnaire that should be discarded or replaced because they are considered irrelevant". Test validity on the number of statements the result r count compared to r table where  $df = n - 2$  for significant 5%  $n =$  number of samples. If a significant value  $<$  of  $(\alpha)$  (alpha) = 0.05 then it can be declared valid, while if a significant value  $>$   $(\alpha)$  (alpha) = 0.05 it can be declared invalid.

Reliability tests are used to measure the truth (consistency) of each statement of each indicator in one research variable.

**Tabel 5. Uji Reliabilitas**

| Variable   | Cronbach's Alpha | N of Items | Information |
|------------|------------------|------------|-------------|
| Competence | 0,887            | 8          | Reliabel    |
| Attachment | 0,900            | 8          | Reliabel    |

Source : Data processed 2021

The step to determine the existence of accuracy in measurement is done through reliability tests, that is, if used repeatedly at different times, it will still have the same results. An instrument can be said to be realistic if it has a Cronbach Alpha > 0.70.

Normality Test

**Tabel 6. Uji Normalitas**

| One-Sample Kolmogorov-Smirnov Test |                |                         |
|------------------------------------|----------------|-------------------------|
|                                    |                | Unstandardized Residual |
| N                                  |                | 74                      |
| Normal Parameters <sup>a,b</sup>   | Mean           | ,0000000                |
|                                    | Std. Deviation | 2,47990259              |
| Most Extreme Differences           | Absolute       | ,078                    |
|                                    | Positive       | ,078                    |
|                                    | Negative       | -,070                   |
| Test Statistic                     |                | ,078                    |
| Asymp. Sig. (2-tailed)             |                | ,200 <sup>c,d</sup>     |

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.
- d. This is a lower bound of the true significance.

Source: SPSS 26 for windows Output Results  
 Kolmogorov-Smirnov test i.e. on Asymp. Sig (2-tailed) is 0.200 > 0.05 which means the data is normally distributed.

Uji Multikolinearitas

**Table 7. Multicollinearity Test**

| Model               | Coefficients <sup>a</sup>   |            |                           |       |      | Collinearity Statistics |       |
|---------------------|-----------------------------|------------|---------------------------|-------|------|-------------------------|-------|
|                     | Unstandardized Coefficients |            | Standardized Coefficients |       |      | Tolerance               | VIF   |
|                     | B                           | Std. Error | Beta                      | T     | Sig. |                         |       |
| (Constant)          | 2,960                       | 2,066      |                           | 1,433 | ,156 |                         |       |
| Competence          | ,354                        | ,097       | ,353                      | 3,663 | ,000 | ,450                    | 2,221 |
| Attachment Employee | ,559                        | ,099       | ,544                      | 5,648 | ,000 | ,450                    | 2,221 |

a. Dependent Variable: Performance

Source : SPSS 26 for windows output

Conducted to test whether there is a correlation between independent variables in the regression model. A good regression model is that there is no correlation between variables.

**Test Coefficient of Determination (R<sup>2</sup>)**

Ghozali (2016, p. 98) argues: "The Coefficient of Determination Essentially R<sup>2</sup> measures how far the model is able to explain the variation of the dependent variable". In this multiple linear regression model, we will see the magnitude of the contribution for the independent variable to the dependent variable by looking at the magnitude of the total coefficient of determination. If the coefficient of determination (R<sup>2</sup>) obtained is close to 1, it can be said that the stronger the model in explaining the relationship between the independent variable and the dependent variable. Conversely, if (R<sup>2</sup>) the closer to 0 it will be the weaker the influence of the independent variable on the dependent variable.

**Tabel 8. Uji Koefisien determinasi**

| Model Summary <sup>b</sup> |       |          |                   |                            |
|----------------------------|-------|----------|-------------------|----------------------------|
| Model                      | R     | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1                          | ,839a | ,704     | ,696              | 2,515                      |

a. Predictors: (Constant), Employee

Attachment, Competence

b. Dependent Variable: Performance

Source: SPSS 26 for windows output data

Based on the table above, an Adjusted R Square value of 0.696 is obtained which shows that the magnitude of the influence of employee competence and attachment on employee performance is 69.6% and the remaining 30.4% is influenced by variables outside the study.

**Partial Test (t)**

**Table.9 Test Results t**

| Coefficients <sup>a</sup> |                     |                             |            |                           |       |      |
|---------------------------|---------------------|-----------------------------|------------|---------------------------|-------|------|
| Model                     |                     | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig. |
|                           |                     | B                           | Std. Error | Beta                      |       |      |
| 1                         | (Constant)          | 2,960                       | 2,066      |                           | 1,433 | ,156 |
|                           | Competence          | ,354                        | ,097       | ,353                      | 3,663 | ,000 |
|                           | Attachment Employee | ,559                        | ,099       | ,544                      | 5,648 | ,000 |

a. Dependent Variable: Performance

Source : Primary data processed 2021

**Information:**

1. If  $\text{sig } t > 0.05$  shows that the competency variable has no partial effect on employee performance if  $\text{sig } t < \text{if } -t \text{ counts } > + t0.05$ , it shows that the competency variable partially affects performance.
2. If  $-t \text{ table } < t \text{ count } + t \text{ table}$  then  $H_0$  is rejected
  - a. T count greater than t table  $H_0$  rejected  $H_a$  accepted significant rate 0.05% (5%).  $Dk = n - 2 = 74 - 2 = 72$  obtained t table 0.2287.

**Hypotheses in this study:**

$H_0$  = There is no influence between competencies on employee performance.  $H_a$ : There is an influence between competencies on employee performance. Based on the significance value of  $<$  of 0.05 and  $t \text{ count } > t \text{ table}$  then shows  $H_0$  rejected and  $H_a$  accepted.

$H_0$  = There is no influence between employee attachment to employee performance.  $H_a$ : There is an influence between employee attachment to employee performance. Based on the significance value of  $<$  of 0.05 and  $t \text{ count } > t \text{ table}$  then shows  $H_0$  rejected and  $H_a$  accepted.

$H_0$  = There is no influence between employee competence and attachment to employee performance.  $H_a$ : There is a positive and significant influence together between employee competence and attachment to employee performance. Based on the significance value of  $<$  of 0.05 and  $t \text{ calculate } > t \text{ table}$  then shows  $H_0$  rejected and  $H_a$  accepted.

**Simultaneous Test (F)**

**Table 10. Simultaneous Test (F test)**

| ANOVAa       |                |    |             |        |       |
|--------------|----------------|----|-------------|--------|-------|
| Model        | Sum of Squares | df | Mean Square | F      | Sig.  |
| 1 Regression | 1067,543       | 2  | 533,771     | 84,415 | ,000b |
| Residual     | 448,944        | 71 | 6,323       |        |       |
| Total        | 151,486        | 73 |             |        |       |

a. Dependent Variable: Performance

b. Predictors: (Constant), Employee Attachment, Competence

Source : Data SPSS 26 for windows

As for calculating the magnitude of the  $F_{table}$  number seen from table F with the provision of a probability level of 5% or 0.05 and degrees of freedom  $df_1$  (number of variables - 1) or  $3 - 1 = 2$  and  $df_2$  ( $n - k - 1$ ) so if  $n = 74 - 2 - 1 = 71$  ( $n$  is the number of samples and  $k$  is the number of independent variables), then the number 71 in Table F is obtained 3.13. Based on the table above, the  $F_{calculate}$  value is  $84.415 > 3.13$  with a significance value of  $0.000 < 0.05$  so that  $H_0$  is rejected and  $H_a$  is accepted. Thus the variables of Employee Competency and Attachment simultaneously (together) have a significant influence on Employee Performance.

## CONCLUSION

Based on the explanation above, it can be concluded:

1. Competency has a positive and significant effect on employee performance at PT. Vincent Sheppard New Zealand. This means that the stronger the match of competencies adopted by employees, the better it can improve employee performance.
2. Employee attachment has a positive and significant effect on employee performance at PT. Vincent Sheppard New Zealand. That is, the higher the attachment that employees have and employees feel, it can improve employee performance.
3. Employee competence and attachment have a positive and significant effect together on employee performance at PT. Vincent Sheppard New Zealand. That is, the better the competence and attachment of employees, the better the performance of employees.

From the explanation of the conclusions above, the researcher conveyed the following suggestions:

- Companies need to increase employee engagement and social capital so that employee work can also remember. It requires the availability of support in the workplace, the provision of appropriate and meaningful compensation in the workplace. With this, employees will feel engaged with the company and can improve their performance.
- Employees must improve their personal performance to make it easier to complete their work. By placing employees in accordance with their competencies, and it is necessary to improve a friendly and polite attitude towards superiors and colleagues so that good relationships are established that can improve employee performance.
- Based on the results of the study, it is recommended for subsequent studies to use different variables such as compensation, leadership, work discipline and other variables.

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