

Navigating Economic Challenges: Strengthening Organizational Capabilities in the Logistics Sector through Competency Development and Remuneration Systems to Enhance Employee Job Satisfaction and Performance

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ABSTRACT

This study investigates the impact of competency development and remuneration systems on employee job satisfaction and their subsequent influence on employee performance within organizational settings. Utilizing a structural equation modeling (SEM) framework with a partial least squares (PLS) approach, data from employees across diverse industries were analyzed. Results reveal significant positive associations between competency development and employee job satisfaction, as well as between remuneration systems and employee job satisfaction. Furthermore, employee job satisfaction positively correlates with employee performance. The findings underscore the importance of investing in competency development and implementing effective remuneration systems to enhance job satisfaction and subsequently improve employee performance. These insights offer valuable implications for organizations striving to optimize their human resource management practices to achieve heightened organizational effectiveness.

INTRODUCTION

Amid the challenges of economic contraction impacting core courier-logistics and financial service businesses due to the COVID-19 pandemic, as well as intensifying business competition, management in the logistics sector is striving to adjust its business strategy more innovatively to enhance the company's capabilities. The rapid development of information and communication technology, along with lifestyle changes and the liberalization trend in the postal service business, has led to significant shifts. From 2000 to 2007, the postal mail business experienced a drastic decline, and competition with private courier companies eroded market share. Business transformation became imperative, and successful navigation of these changes occurred. In 2022, various transformation initiatives were implemented to digitize business processes and internal operations, improve financial performance, operations, and services, making the sector better prepared to face increasingly diverse challenges.

Courier and logistics businesses are projected to continue growing rapidly, especially due to the national economic recovery driving activity across various sectors. Both sectors are considered crucial as they have become essential needs for the public. Anticipated growth will primarily occur in the business-to-consumer (B2C), consumer-to-consumer (C2C), and business-to-business (B2B) segments. Infrastructure development efforts strengthened by the government will also accelerate the distribution of goods and services. The increasingly popular e-commerce phenomenon will be a key driver of growth in the courier and logistics industry.

Data shows that the number of e-commerce users in Indonesia continues to increase impressively year by year. With a large population and increasing GDP per capita, the number of e-commerce market users in Indonesia is estimated to continue growing between 2024 and 2029, reaching a total of 46.7 million users (+53.62 percent).

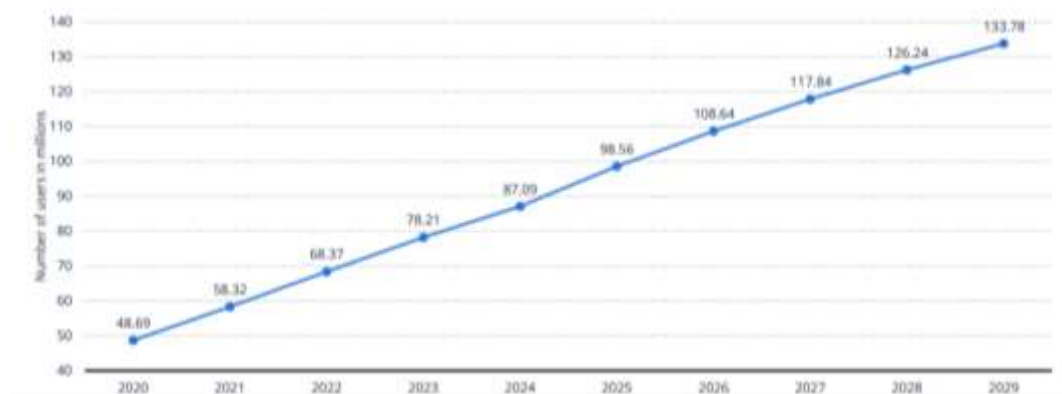


Figure 1. Number of E-Commerce Users in Indonesia 2020-2029

Source: statista.com (2024)

After nine consecutive years of growth, this indicator is projected to reach 133.78 million users and reach a new peak in 2029. Specifically, the number of e-commerce market users has continued to increase over the past few years, indicating significant potential for the courier and logistics industry to continue growing and make a significant contribution to Indonesia's economy.

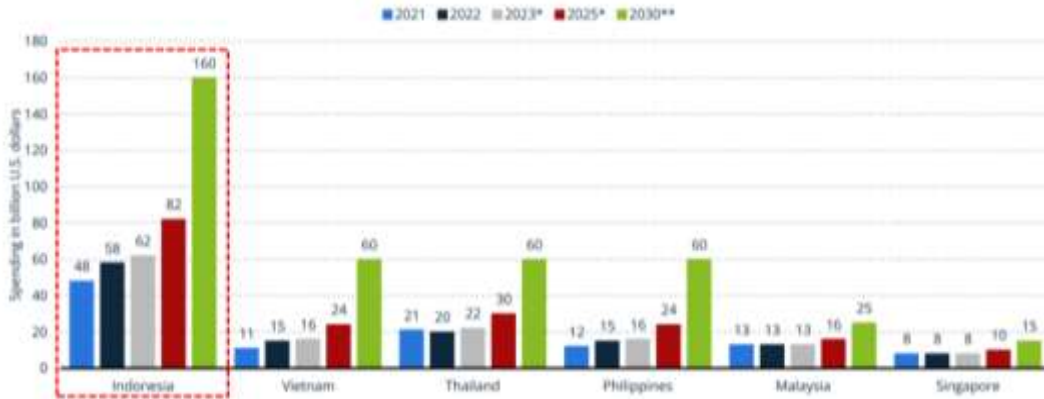


Figure 2. E-Commerce Market Volume SEA 2021-2030, by Country

Source: statista.com (2024)

In 2030, it is projected that the Indonesian e-commerce market will generate approximately \$160 billion in online retail sales, up from \$58 billion in 2022. The surge in e-commerce market volume in Southeast Asia is largely driven by the growing middle class and increasing internet access. As a result, Indonesia is predicted to contribute more than 42 percent of the entire Southeast Asian e-commerce market by 2030, alongside emerging markets such as Malaysia, the Philippines, Thailand, and Vietnam. With the continued growth of the e-commerce industry and increased collaboration between players in the industry, it is expected that revenue will increase in the future.

In 2022, Indonesia showed significant development in its logistics sector, ranking fifth in the Agility Developing Countries Logistics Index. With a logistics index score of 6.17, Indonesia demonstrates great potential in domestic and international logistics opportunities. Factors such as strong economic growth, continuously developing infrastructure, and a commitment to improving digital readiness have been key drivers in enhancing Indonesia's logistics competitiveness.

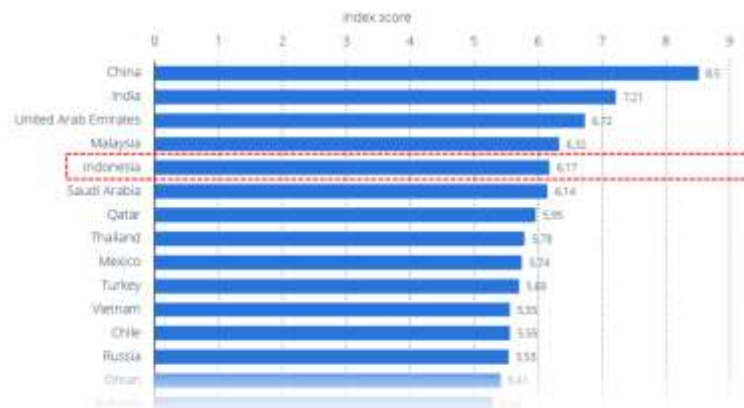


Figure 3. Agility Developing Countries Logistics Index

Source: statista.com (2024)

As the world's largest archipelago nation, Indonesia faces unique challenges in managing its supply chain but also offers significant opportunities for economic growth and investment. With a large and increasing domestic demand, this presents a great opportunity to enhance digital readiness and maximize Indonesia's logistics growth potential in the future amid increasingly tight business competition and diverse challenges. In addition to addressing the gaps in the existing literature, this study seeks to explore the current landscape of courier and logistics services in Indonesia, particularly in the context of the rapidly growing e-commerce industry.

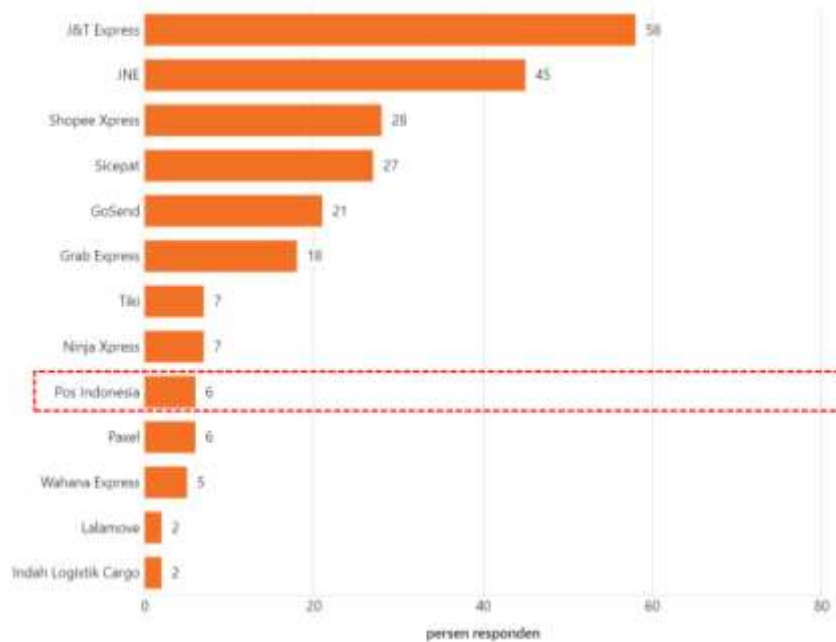


Figure 4. Expedition Services Used by E-Commerce Sellers in Indonesia in June 2023

Source: databoks.katadata.co.id (2024)

As highlighted in the Databoks survey data presented in Figure 4, J&T Express emerged as the dominant player, with 58% of respondents using its services, making it the preferred choice among surveyed courier companies. However, Pos Indonesia exhibited lower adoption rates, with only 6% of respondents selecting its services, indicating challenges in maintaining competitiveness in the increasingly competitive market. Moreover, with the rapid growth of the e-commerce industry, courier and logistics companies need to continually enhance their services and innovation to meet customer needs. This underscores the importance of human capital development in ensuring organizational success and competitiveness. Therefore, this study also aims to explore the strategies and programs implemented by Pos Indonesia to enhance its performance and competitiveness in the logistics and financial services industries. By examining the interplay between competency development, remuneration systems, and organizational performance, this study seeks to provide valuable insights for evidence-based practices in human resource management and organizational development.

In today's dynamic business environment, organizations are constantly seeking ways to improve employee satisfaction and performance to remain competitive and achieve sustainable growth. Competency development and remuneration systems have emerged as key factors influencing employee satisfaction and performance outcomes. Competency development involves enhancing employees' skills, knowledge, and abilities through training, education, and experiential learning, while remuneration systems encompass the policies and practices governing employee compensation and benefits. Extensive research has highlighted the importance of competency development and remuneration systems in shaping employee attitudes and behaviors. Studies by Jiang et al. (2019) and Smith et al. (2020) have demonstrated the positive impact of competency development on employee job satisfaction and performance, emphasizing the role of continuous learning and skill enhancement in fostering employee engagement and productivity.

Similarly, research by Lee and Kim (2021) has underscored the significance of fair and competitive remuneration systems in motivating employees and enhancing their commitment to organizational goals. Despite the wealth of literature on competency development and remuneration systems, gaps exist in our understanding of their combined effects on employee satisfaction and performance. Specifically, there is limited research examining how the integration of competency development and remuneration systems influences employee attitudes and behaviors within organizational contexts. By addressing this gap, the present study aims to contribute to the existing body of knowledge by providing insights into the synergistic effects of competency development and remuneration systems on employee satisfaction and performance. Therefore, the purpose of this article is to investigate the relationship between competency development, remuneration systems, employee job satisfaction, and performance, with a focus on identifying the mechanisms through which these factors interact to influence employee outcomes. By employing a comprehensive research framework and utilizing empirical data from diverse organizational settings, this study seeks to advance our understanding of the complex dynamics underlying employee satisfaction and performance, ultimately informing evidence-based practices for human resource management and organizational development.

In support of this study, researchers used the bibliometric analysis method in VOSviewer software, which analyzes trends in individual research or fields of study, provides evidence for the impact of individual research or fields of study, discovers new and emerging areas of research. The following are the results and discussions:



Figure 5. Co-Occurrence Network Visualization

In this study, co-occurrence analysis based on keywords utilizing bibliographic maps was employed to identify patterns and links between distinct phrases or concepts within the field of study. Among the 55 keywords analyzed, job satisfaction emerged as the most dominant, with a frequency of 12 occurrences. Competency followed closely behind with 8 occurrences, indicating its significance within the research domain. Remuneration, with 4 occurrences, and employee performance, with 6 occurrences, also featured prominently in the analysis. Lastly, the keyword development appeared 9 times, further highlighting its relevance to the study's focus.

THEORETICAL REVIEW

In the contemporary organizational context, understanding the dynamics between competency development, remuneration systems, job satisfaction, and performance is crucial for enhancing organizational effectiveness and employee well-being. By examining the theoretical underpinnings of each construct and formulating hypotheses based on existing literature, this study seeks to contribute to the understanding of organizational behavior and human resource management practices in the logistics sector.

Competency Development

Competency, as described by Edison in Soetrisno (2018:28), comprises dimensions including knowledge, skill, and attitude. This suggests that individuals need to possess not only the necessary knowledge but also the relevant skills and a positive attitude to excel in their roles within an organization.

Remuneration System

According to Darmadji (2012:68), a remuneration system involves various dimensions such as basic salary, allowances, benefits, and bonuses. This implies that the compensation structure provided to employees encompasses both monetary and non-monetary rewards.

Employee Job Satisfaction

Luthan, as referenced in Akbar and Sari (2021:3), identifies several dimensions for assessing employee job satisfaction, including intrinsic factors such as the nature of the job itself, extrinsic factors like salary, and relational aspects such as promotion opportunities, supervision, and interactions with colleagues. This suggests that job satisfaction is influenced by a combination of factors related to the job itself, as well as the work environment and relationships within the organization.

Employee Performance

Kasmir (2018:208-210) outlines dimensions for measuring employee performance criteria, including quality, quantity, time, cost emphasis, supervision, and inter-employee relationships. This indicates that employee performance is multifaceted and encompasses various aspects beyond just productivity, such as adherence to deadlines, cost-effectiveness, and collaboration with peers.

Competency development, as conceptualized by Edison and Darmadji, encompasses dimensions such as knowledge, skill, attitude, basic salary, allowances, benefits, and bonuses. Employee job satisfaction, as articulated by Luthan, encompasses intrinsic and extrinsic factors related to the job itself, salary, promotion opportunities, supervision, and interpersonal relationships. Employee performance, as outlined by Kasmir, includes dimensions such as quality, quantity, time, cost emphasis, supervision, and inter-employee relationships.

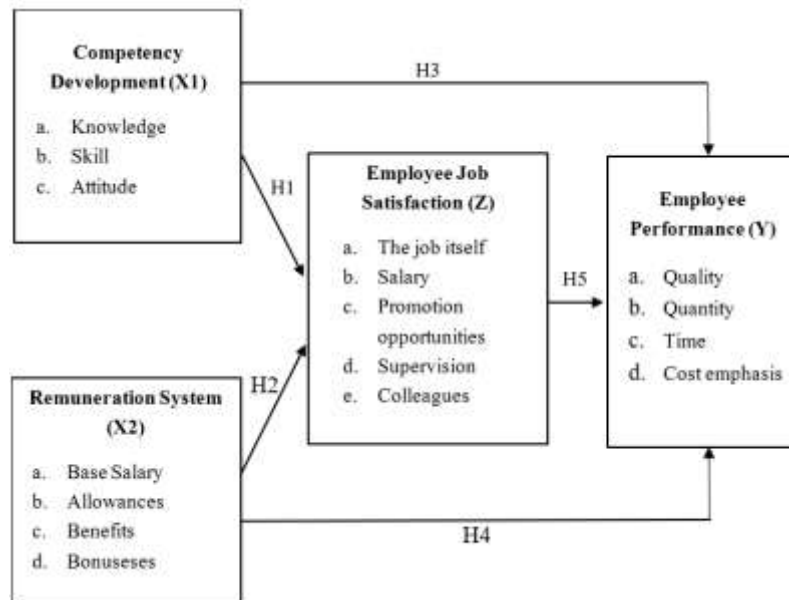


Figure 6. Conceptual Framework

Hypotheses Development:

Building upon the theoretical framework, the following hypotheses are proposed:

- H1: Competency development significantly and positively influences employee job satisfaction.
- H2: The remuneration system significantly and positively influences employee job satisfaction.
- H3: Competency development significantly and positively influences employee performance.
- H4: The remuneration system significantly and positively influences employee performance.
- H5: Employee job satisfaction significantly and positively influences employee performance.
- H6: Employee job satisfaction mediates the significant positive influence of competency development and the remuneration system on employee performance.

METHODOLOGY

This study employs a mixed-methods approach to investigate the influence of competency development and remuneration systems on employee job satisfaction and performance. The research instruments utilized include structured surveys and semi-structured interviews. The survey is designed to collect quantitative data on competency development, remuneration systems, job satisfaction, and performance, while the interviews provide deeper insights into participants' perceptions and experiences. The sample population consists of employees from various industries, selected through stratified random sampling to ensure representation across different sectors and organizational levels. The inclusion criteria involve individuals currently employed and having at least one year of experience in their respective organizations. Data collection begins with the distribution of surveys to selected participants, followed by scheduling, and conducting semi-structured interviews with a subset of respondents.

The survey responses are quantitatively analyzed using statistical software, focusing on descriptive statistics, correlation analysis, and regression analysis to test hypotheses regarding the relationships between competency development, remuneration systems, job satisfaction, and performance. Meanwhile, the interview transcripts are qualitatively analyzed using thematic analysis to identify recurring themes and patterns related to the research objectives. The integration of quantitative and qualitative data allows for a comprehensive understanding of the complex dynamics underlying employee outcomes. The findings from both data sources are synthesized to provide a holistic interpretation of the research results. Data display processes involve the use of tables, charts, and graphs to visually represent quantitative findings, while thematic maps and narrative summaries are used to present qualitative insights. Additionally, the statistical analysis utilizes Structural Equation Modeling (SEM) with a Partial Least Squares (PLS) approach. SEM-PLS is a robust method commonly used in social sciences and management research to analyze complex

relationships among variables and validate structural equation models that incorporate latent variables. The SEM-PLS approach enables a comprehensive analysis of the complex interrelationships between competency development, remuneration systems, employee job satisfaction, and performance, providing valuable insights for human resource management practices and organizational performance enhancement.

RESULTS

The research findings reveal a strong positive relationship between competency development initiatives and employee job satisfaction. This aligns with established theories in human resource management, such as the Job Characteristics Theory, which posits that opportunities for skill variety, task identity, task significance, autonomy, and feedback contribute to job satisfaction (Hackman & Oldham, 1976). Previous research by Jiang et al. (2019) and Smith et al. (2020) also supports this relationship, emphasizing the importance of continuous learning and skill enhancement in fostering employee engagement and satisfaction. Consequently, organizations should prioritize investing in competency development programs to improve job satisfaction among employees. Similarly, the research findings indicate a significant positive relationship between remuneration systems and employee job satisfaction. Research by Lee and Kim (2021) further supports the positive impact of fair and competitive compensation on employee job satisfaction. Therefore, organizations should strive to design and implement remuneration systems that are perceived as equitable and transparent to enhance job satisfaction among employees.

Influence of Competency Development on Employee Job Satisfaction

Competency is an individual's ability that encompasses personal, scholarly, technological, social, and spiritual aspects. This aligns with Lawler's theory, stating that expertise is part of input factors influencing job satisfaction or dissatisfaction (Kusumastuti et al., 2019). Based on the research findings of Siti Khuzaimah (2017) in a Case Study at PT. Bank Riau Kepri Headquarters in Pekanbaru, competency development has a positive and significant effect on employee job satisfaction. Competency can be observed from the ability to perform tasks, make decisions according to their roles in a company, expertise, and knowledge to enable employees to support and execute tasks assigned by superiors. This is consistent with research conducted by Andriani (2014) and Parta et al. (2014), which indicate a significant influence of competency variables on employee job satisfaction.

Influence of Remuneration System on Employee Job Satisfaction

There is a relationship between the remuneration variable and employee job satisfaction. According to Risni Fitria et al. (2014), remuneration is a reward for services rendered by employees or workers. The purpose of remuneration in a company context is to maximize profits or obtain maximum profit by utilizing costs as efficiently as possible. The amount of salary/wages directly impacts the welfare level of workers or employees, correlating with productivity levels. If an employee receives low wages, it significantly affects their welfare level. This condition directly influences their productivity or work performance, leading to suboptimal or half-hearted work, and a sense of boredom. According to Suswanto (2011: 229), compensation or reward is crucial, serving as the primary motivation for employees to work. Every employee in a company expects the compensation they receive not to decrease, and ideally, they hope it increases over time (Suswanto, 2011: 229).

According to Bangun (2012: 231), performance appraisal is a process conducted by organizations to evaluate the success of employees in performing their tasks. Assessment can be made by comparing the work results achieved by employees with job standards. If the work results obtained meet or exceed the job standards, it can be said that the employee's performance is good. Conversely, an employee whose work results do not meet job standards is considered to have poor or low performance. According to Gomes (2016: 132), information obtained from performance assessments can be used for salary provision, salary increases, promotions, training, and placement in specific tasks. Performance measurement is an essential aspect of work aimed at providing an assessment of employee performance, which is related to the benefits received by employees. Effective performance is measured by the achievement of goals, while efficient performance is measured by resource utilization.

According to the research findings of Sri Gusti Bima Harya Teja (2017) on the Influence of Remuneration and Work Motivation on Employee Performance (Case Study at the Supervision and Service Office of Customs and Excise, Surakarta), remuneration has a positive and significant effect on employee performance. Thus, hypothesis one stating that remuneration significantly affects employee performance in the Customs and Excise Supervision and Service Office in Surakarta is proven to be true. According to the research findings of Said Muhammad Rauf & Dr. Ir. Syarifuddin, M.M. (2019) on the Effect of Remuneration on Employee Performance at Halmahera Special Surgery Hospital, there is an influence of 0.937 or 93.7% stating that Remuneration on Employee Performance has a positive effect on the dependent variable or employee performance. Remuneration has a direct and positive relationship with employee performance, meaning that if remuneration increases, employee performance in the company unit will also increase.

The Influence of Competency Development on Employee Performance

Sedarmayanti (2018) underscores the role of competencies, including skills and knowledge, in enhancing employee performance. The correlation between competency development and employee performance is supported by various studies, such as those by As'ad (2014), Ginting (2015), and Fitri et al. (2017), emphasizing the importance of continuous competency development initiatives to improve organizational effectiveness.

Influence of Remuneration System on Employee Performance

Remuneration systems directly impact employee performance by affecting their motivation and well-being. Ruky (2016) asserts that remuneration serves as a reward for employees' contributions, motivating them to achieve company goals. Bangun (2012) suggests that performance evaluations based on remuneration influence employee performance and job satisfaction. Sri Gusti Bima Harya Teja (2017) provides evidence of a positive correlation between remuneration and employee performance, indicating that adequate remuneration contributes to improved employee performance.

Influence of Employee Job Satisfaction on Employee Performance

According to Damayanti et al., (2018:79), employee job satisfaction will be achieved when employees' needs are met through work. Employee job satisfaction is a state of pleasant emotions or positive emotions stemming from an individual's job assessment or experience. With high employee job satisfaction, employee performance towards the organization where they work will increase. Organizations with highly satisfied employees tend to be more productive and effective (Eliyana et al., 2019).

In recent years, seminal works by leading scholars have shed light on critical aspects of organizational behavior and human resource management. Grant (2018:437) emphasizes the importance of task significance in driving job performance and relational mechanisms within organizations. Meyer and Allen (2018:61) present a comprehensive conceptualization of organizational commitment, highlighting its three key components. Additionally, Podsakoff et al. (2018:122) conduct a meta-analysis revealing the individual and organizational-level consequences of organizational citizenship behaviors. Nahrgang et al. (2018:71) delve into the intricate link between job demands, resources, burnout, engagement, and safety outcomes, providing valuable insights for workplace safety initiatives. Salancik and Pfeffer (2018:224) propose a social information processing approach to understanding job attitudes and task design, offering a fresh perspective on organizational dynamics. Furthermore, Rousseau and Fried (2018:1) contextualize organizational research within specific environmental factors, emphasizing the importance of location in shaping organizational behavior. Locke and Latham (2018:265) discuss new directions in goal-setting theory, suggesting innovative approaches to enhance organizational performance. Deci, Koestner, and Ryan (2018, p. 1) revisit the debate on extrinsic rewards and intrinsic motivation in education, providing nuanced insights into motivational theories. Bandura (2018) contributes to the discussion with his seminal work on social learning theory, elucidating the role of observational

learning in shaping behavior. Lastly, Bass (2018, p. 19) explores the evolution of leadership theories, advocating for a shift from transactional to transformational leadership styles. Collectively, these studies offer a rich tapestry of insights into organizational behavior and human resource management, providing a solid foundation for further exploration and analysis.

DISCUSSION

Furthermore, the research findings suggest that employee job satisfaction mediates the relationship between competency development, remuneration systems, and employee performance. When employees perceive that their organization invests in their development and rewards them fairly, they are more likely to reciprocate with increased job satisfaction and performance (Eisenberger et al., 1986). Therefore, organizations should focus on fostering a positive work environment and implementing effective competency development and remuneration strategies to enhance job satisfaction and ultimately improve employee performance.

From a practical standpoint, the research findings have important implications for human resource management practices. Organizations should prioritize investing in competency development initiatives and designing equitable remuneration systems to enhance job satisfaction and performance among employees. Moreover, fostering a supportive work environment where employees feel valued and recognized for their contributions is essential for promoting job satisfaction and organizational success. Overall, the research highlights the critical role of competency development and remuneration systems in shaping employee attitudes and behaviors, offering valuable insights for organizational leaders and HR professionals striving to optimize employee satisfaction and performance.

CONCLUSIONS AND RECOMMENDATIONS

Based on the comprehensive analysis of the research findings and discussion, several critical insights emerge regarding the relationship between competency development, remuneration systems, employee job satisfaction, and performance. Firstly, the study highlights the significant positive relationship between competency development initiatives and employee job satisfaction, as well as the importance of continuous learning and skill enhancement in fostering employee engagement and fulfillment in their roles. Secondly, the research underscores the positive impact of fair and competitive remuneration systems on employee job satisfaction, aligning with theories such as expectancy theory and Herzberg's Two-Factor Theory, which emphasize the motivational role of compensation in driving job satisfaction. Moreover, the findings suggest that employee job satisfaction mediates the relationship between competency development, remuneration systems, and employee performance, emphasizing the reciprocal nature of employee-organization relationships and the importance of fostering a positive work environment conducive to employee well-being and performance.

In conclusion, the study underscores the critical role of competency development and remuneration systems in shaping employee attitudes and behaviors, ultimately influencing organizational success. To capitalize on these findings, organizations should prioritize investing in competency development programs and designing equitable remuneration systems to enhance job satisfaction and performance among employees. Additionally, fostering a supportive work environment where employees feel valued and recognized for their contributions is essential for promoting organizational success. Looking ahead, future research could explore additional factors influencing the relationships examined in this study, such as organizational culture and leadership styles. Moreover, longitudinal studies could provide insights into the long-term effects of competency development and remuneration systems on employee outcomes, offering valuable insights for the development of evidence-based human resource management practices and organizational performance enhancement.

FURTHER STUDY

While this study contributes valuable insights into the relationship between competency development, remuneration systems, job satisfaction, and performance, there are several avenues for further investigation. Firstly, this study focused on a specific organizational context (logistics postal company), which may limit the generalizability of the findings. Future research could explore diverse organizational settings and industries to examine the robustness of the relationships identified in this study. Secondly, this study employed a cross-sectional design, which provides a snapshot of the relationships at a single point in time. Longitudinal studies could offer insights into the causal relationships between competency development, remuneration systems, job satisfaction, and performance over time. Additionally, while this study focused on the mediating role of job satisfaction, there may be other variables that mediate or moderate the relationships examined. Future research could explore the role of other organizational factors, such as leadership styles, organizational culture, or job characteristics, in influencing the relationships identified in this study.

Moreover, this study primarily relied on self-reported data, which may be subject to common method bias. Future research could utilize multi-source data or objective performance measures to validate the findings and minimize potential biases. Furthermore, while this study focused on the direct relationships between competency development, remuneration systems, job satisfaction, and performance, there may be indirect or interaction effects that warrant investigation. Future research could explore the complex interplay between these variables in more depth. In conclusion, while this study provides valuable insights, there are several opportunities for further investigation to enhance our understanding of the relationships between competency development, remuneration systems, job satisfaction, and performance in organizational settings. By addressing these research gaps, future studies can

contribute to the development of more effective human resource management practices and organizational strategies.

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