



JAM

Journal of Accounting and Management

Volume 3 Issue 1, 2026 (11-22)

ISSN (online) : 3048-345X

Homepage : <https://jurnalunived.com/index.php/JAM>

Doi : <https://doi.org/10.37676/jam.v3i1>

The Effect Of Competence, Organizational Cultur And Interpersonal Communication On Employee Performance At Pt. Erajaya Bengkulu City

Esty Wulandari ¹, Ida Anggriani ², Tri Febrina Melinda ³

^{1,2,3} Universitas Dehasen Bengkulu

e-mail: estywulandari59@gmail.com

Received [04-12-2025]

Revised [07-06-2026]

Accepted [11-06-2026]

Abstract. Employee performance plays a crucial role in determining the success of a company. Performance improvement is not only influenced by individual abilities but also by the work environment, organizational culture, and patterns of interpersonal communication among employees. In the context of PT. Erajaya Bengkulu City, it is important to understand the extent to which competence, organizational culture, and interpersonal communication contribute to achieving optimal employee performance. Issues such as differences in employee competence levels and less effective communication at work serve as the basis for this research. This study aims to determine the effect of competence, organizational culture, and interpersonal communication on employee performance at PT. Erajaya Bengkulu City, both partially and simultaneously. The study employed a quantitative approach with an associative method. The population consisted of 100 employees of PT. Erajaya Bengkulu City, with a saturated sampling technique. Data were collected using questionnaires and analyzed through multiple linear regression to examine the relationships among variables. The results indicate that competence, organizational culture, and interpersonal communication have a positive and significant effect on employee performance, both partially and simultaneously. The coefficient of determination (R^2) value of 0.840 shows that these three variables contribute 84% to changes in employee performance, while the remaining 16% is influenced by other factors outside this study. Therefore, the higher the competence, the stronger the organizational culture, and the more effective the interpersonal communication, the better the employee performance at PT. Erajaya Bengkulu City.

Keywords: *Competence, Organizational Culture, Interpersonal Communication*

INTRODUCTION

The success of a company is inseparable from the crucial role of the people who work within it. Human resources are the most important factor in supporting a company's growth, enabling it to progress and develop over time. Human resource management is a strategic aspect that plays a crucial role in supporting operational effectiveness and achieving the vision, mission, and goals of an organization or company (Irmayanti et al., 2020). According to Mathis and Jackson (Jamal et al., 2022), human resources can be viewed from two main dimensions: quality and quantity. Quantity refers to the number of available workers, while quality encompasses individual physical and non-physical abilities, including intelligence and mental state, in supporting development implementation.

According to Muis (Komang et al., 2023), performance is the achievement of work results by individuals or groups within an organization, in accordance with their authority and responsibilities, to support the achievement of organizational goals legally and legally, and in line with applicable norms and ethics. According to (Pusparani, 2021), performance can be

influenced by several factors, namely: 1) Attitude and mental state, including motivation, discipline, and work ethics; 2) individual competence or ability to perform tasks; 3) management and leadership style; 4) organizational culture; 5) payroll systems and healthcare services; 6) social security provided; 7) work environment conditions and atmosphere.

Competence is a combination of knowledge, skills, abilities, and behaviors possessed by an individual to carry out tasks or work effectively. Competence is the ability required to carry out a profession, whether in the form of actions, knowledge, or work attitudes that function to achieve goals within an organization or specific field.

Organizational culture is a set of values, beliefs, norms, and collective behaviors held by all members of an organization. This plays a role in distinguishing one organization from others and serves as a guide for action and interaction. A strong organizational culture can increase employee engagement, strengthen coordination, encourage productivity, and support the achievement of organizational goals.

Interpersonal communication is the process of exchanging information, ideas, and feelings directly between two or more people. This process involves both verbal and non-verbal interactions aimed at building mutual understanding and strengthening relationships between individuals. In everyday life, interpersonal communication serves as the primary means for individuals to establish meaningful social relationships. Beyond mere conversation, interpersonal communication also encompasses the ability to actively listen, understand messages, and respond appropriately.

PT. Erajaya Kota Bengkulu is a retail company specializing in the distribution of telecommunications equipment. In recent years, the company has faced challenges related to human resource management. Observable phenomena include differences in competency among employees, leading to imbalances in team performance; persistent disciplinary violations related to working hours; and suboptimal communication between employees, leading to miscommunication in task execution. This situation has resulted in suboptimal sales targets and an increase in customer complaints. This phenomenon demonstrates a gap between company expectations and the reality on the ground. Therefore, it is important to examine how competency, organizational culture, and interpersonal communication influence employee performance at PT. Erajaya Kota Bengkulu.

LITERATURE REVIEW

Human Resource Management

Human Resource Management is a process that encompasses planning, organizing, coordinating, implementing, and supervising the recruitment, development, compensation, integration, maintenance, and separation of employees, with the aim of supporting the achievement of organizational goals (Uyun, 2021). Human Resource Management can be understood as a series of activities encompassing planning, organizing, directing, and supervising the recruitment, development, compensation, integration, maintenance, and termination processes, aimed at achieving organizational goals, meeting individual needs, and contributing to society (Arifin, 2023).

Human resource management is a crucial activity that must be present in every organization. Decisions made by managers not only impact organizational success but also influence employee behavior, performance, and satisfaction. Furthermore, these decisions also determine attention to meeting employee needs and their perceptions of fairness, which ultimately impact the organization's efficiency and effectiveness (Ichsan et al., 2021). Stoner (in Almasri, 2016) explains that human resource managers are responsible for managing the workforce effectively to create conditions in which employees are satisfied and able to make

optimal contributions. Thus, human resource management is seen as an integral part of general management, specifically focusing on managing aspects related to the workforce.

Competence

According to the Ministry of National Education (Febrina, 2021), competence is the integration of knowledge, skills, and fundamental values reflected in consistent and sustainable thought patterns and actions. This enables individuals to demonstrate capability in carrying out tasks or work effectively, supported by a cognitive foundation, practical skills, and inherent value principles.

Competence can be understood as the ability possessed by an individual to carry out a specific job or task, based on their expertise and knowledge, and supported by work behaviors appropriate to the demands of the job (Asmini et al., 2022).

According to Mathis and Jackson (Ismi, 2021), competence is a fundamental characteristic directly related to improving individual and team performance. In general, competence encompasses the integrated elements of knowledge, skills, and abilities. Competence describes the concrete actions taken by employees in the work environment, based on their level of mastery of the required knowledge and skills, enabling individuals to carry out tasks and responsibilities effectively and achieve expected professional standards. In the context of business management, the role of human resources (HR) is becoming increasingly strategic, particularly in relation to the quality of their competencies. Recognition of HR competencies is crucial, as they directly contribute to operational effectiveness and business success. HR who feel valued for their competencies tend to be highly motivated and committed to delivering their best performance for the organization.

Organizational Culture

The concept of organization is very familiar in human life, given that humans naturally live in social structures involving shared structures, roles, and goals, all of which are characteristics of an organization. Organizational culture can be understood as the basic pattern that serves as a guideline for an organization's actions and problem-solving. This pattern plays a role in shaping individuals who are able to adapt to their environment and serves as a means of uniting all members of the organization. Therefore, organizational culture needs to be instilled and taught to every member, including new members, as a reference deemed appropriate for understanding, analyzing, and experiencing the various problems faced (Himma, 2020).

Colquitt, Le Pine, and Wesson (in Adiawaty, 2020) explain that organizational culture can be defined as a form of social knowledge shared within an organization regarding rules, norms, and values that serve as the foundation for shaping employee attitudes and behavior. The process of forming this culture is inseparable from the role of leadership in internalizing existing rules, norms, and values, ultimately resulting in attitudes and behaviors that reflect the identity of the organization's members.

According to Barkow (in Faisal et al., 2020), adaptability, social integrity, morals, and work perceptions are important factors influencing the formation of organizational culture. If these factors are optimally managed and addressed, they can drive improved employee performance, which in turn contributes to the company's success.

Organizational culture variables are measured through statements reflecting the organizational culture within the company environment. Measurement of this variable is based on several indicators of organizational culture, including innovation, attention to detail, results-oriented, individual-oriented, and aggressive attitudes (Budiasih, 2018).

Interpersonal Communication

Interpersonal communication is the process of conveying and receiving information verbally or in writing between two parties, such as a superior and subordinate or fellow coworkers. This activity serves to facilitate coordination in task execution and minimize ambiguity in the workplace (Januarizki & Wihara, 2021).

According to Surbakti and Silalahi (in Zakaria & Leiwakabessy, 2020), interpersonal communication is a form of direct communication that occurs face-to-face, allows for immediate responses, and aims to influence or align perceptions with the other person in an open and communicative atmosphere. In this context, interpersonal communication reflects a reciprocal interaction process, where each party responds to the other. As social beings, we need each other, and in this process, interpersonal communication is the primary tool. Activities such as exchanging ideas, pursuing hobbies, and realizing innovations and ideals require the ability to communicate with others. Therefore, interpersonal communication is an appropriate method for managing and developing these interactions (Kotaniartha & Bu'u, 2022).

METHODS

Validity Test

Validity test used For evaluate to what extent the instrument or grains statement in questionnaire capable measure what it should be measured . A instrument declared valid if the statement item being tested show suitability with indicator research . Criteria determination validity based on comparison between r calculated and r table values, where an item is considered valid if r count $>$ r table , whereas if r count $<$ r table , then the item stated invalid.

Reliability Test

Reliability test used For measure level consistency or reliability instrument research . In research this , testing reliability done with use coefficient *Cronbach's Alpha* Criteria taking decision based on values *Cronbach's Alpha* with a minimum limit of 0.60. A variables stated reliable if mark *Cronbach's Alpha* more big from 0.60, whereas if its value is below 0.60 then instrument considered not enough reliable .

Multiple Linear Regression

According to (Sugiyono, 2017) , multiple linear regression is technique For measure size influence from a number of variables independent to variables dependent . Equation regression formulated as following :

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

Information :

| | |
|-----------------------------|------------------------------------|
| Y | = Employee performance |
| α | = Constant |
| X1 | = Competence |
| X2 | = Culture organization |
| X3 | = Interpersonal communication |
| $\beta_1, \beta_2, \beta_3$ | = Coefficients regression multiple |
| e | = error |

Coefficient Determination

Coefficient determination used For know how much big contribution / donation the influence exerted variables free in a way simultaneously (together) against variables bound . The coefficient value determination is between zero and one . The coefficient value small determination (R²) means ability variables free / independent in explain variation variables bound / dependent very limited . The value is close to One means variables independent give

almost all required information For predict variation variables dependent . Coefficient meaningful determination (R Square or R squared) as donation the influence exerted variables free or variables independent to variables bound or variables dependent (Ghozali, 2018) .

RESULTS

Validity Test Competency Variables, Culture Organization , Interpersonal Communication and Employee Performance

Table 1 Validity Test Variables Competence (X1)

| No | Statement Competence | R Count | Information |
|----|----------------------|---------|-------------|
| 1 | X1.1 | 0.823 | Valid |
| 2 | X1.2 | 0.804 | Valid |
| 3 | X1.3 | 0.819 | Valid |
| 4 | X1.4 | 0.860 | Valid |
| 5 | X1.5 | 0.829 | Valid |
| 6 | X1.6 | 0.811 | Valid |
| 7 | X1.7 | 0.894 | Valid |
| 8 | X1.8 | 0.855 | Valid |
| 9 | X1.9 | 0.870 | Valid |
| 10 | X1.10 | 0.868 | Valid |

Source : Data Processing Results , 2025

Table 2. Validity Test Culture Organization (X2)

| No | Statement Culture Organization | R Count | Information |
|----|--------------------------------|---------|-------------|
| 1 | X2.1 | 0.791 | Valid |
| 2 | X2.2 | 0.846 | Valid |
| 3 | X2.3 | 0.827 | Valid |
| 4 | X2.4 | 0.676 | Valid |
| 5 | X2.5 | 0.783 | Valid |
| 6 | X2.6 | 0.645 | Valid |
| 7 | X2.7 | 0.665 | Valid |
| 8 | X2.8 | 0.808 | Valid |
| 9 | X2.9 | 0.758 | Valid |
| 10 | X2.10 | 0.790 | Valid |

Source : Data Processing Results , 2025

Table 3. Validity Test Variables Interpersonal Communication

| No | Statement Interpersonal Communication | R Count | Information |
|----|---------------------------------------|---------|-------------|
| 1 | X3.1 | 0.835 | Valid |
| 2 | X3.2 | 0.826 | Valid |
| 3 | X3.3 | 0.802 | Valid |
| 4 | X3.4 | 0.583 | Valid |
| 5 | X3.5 | 0.630 | Valid |
| 6 | X3.6 | 0.576 | Valid |
| 7 | X3.7 | 0.708 | Valid |
| 8 | X3.8 | 0.619 | Valid |

| | | | |
|----|-------|-------|-------|
| 9 | X3.9 | 0.650 | Valid |
| 10 | X3.10 | 0.762 | Valid |

Source : Data Processing Results , 2025

Table 4 Validity Test Employee Performance Variable (Y)

| No | Employee Performance Statement | R Count | Information |
|----|--------------------------------|---------|-------------|
| 1 | Y.1 | 0.784 | Valid |
| 2 | Y.2 | 0.852 | Valid |
| 3 | Y.3 | 0.769 | Valid |
| 4 | Y.4 | 0.760 | Valid |
| 5 | Y.5 | 0.706 | Valid |
| 6 | Y.6 | 0.778 | Valid |
| 7 | Y.7 | 0.846 | Valid |
| 8 | Y.8 | 0.729 | Valid |
| 9 | Y.9 | 0.779 | Valid |
| 10 | Y.10 | 0.771 | Valid |

Source : Data Processing Results , 2025

Reliability Test Competency Variables, Culture Organization, Interpersonal Communication and Employee Performance

Table 5. Reliability Test

| Variables | Cronbach Alpha value > 0.60 | Information |
|---------------------------|-----------------------------|-------------|
| Competence (X1) | 0.954 | Reliable |
| Culture Organization (X2) | 0.917 | Reliable |
| Communication (X3) | 0.881 | Reliable |
| Employee Performance (Y) | 0.927 | Reliable |

Source : Data Processing Results , 2025

Analysis Multiple Linear Regression

Table 6. Analysis Results Multiple Linear Regression Coefficients ^a

| Model | Unstandardized Coefficients | | Standardize Coefficients | t | Sig. | |
|-------|-----------------------------|------------|--------------------------|------|-------|------|
| | B | Std. Error | Beta | | | |
| 1 | (Constant) | 3,391 | 1,899 | | 1,785 | .077 |
| | Total X1 | .327 | .099 | .354 | 3,289 | .001 |
| | Total X2 | .303 | .098 | .312 | 3,077 | .003 |
| | Total X3 | .306 | .105 | .285 | 2,898 | .005 |

Coefficient Determination (R Square)

Coefficient determination (*R square*) is the size that shows to what extent the variables free in a way overall can explain variations in variables bound . Its value is in the range 0 to 1, where the more approaching 1, the more big ability variables free in explain change variables bound , whereas values close to 0 indicate low ability . With Thus , the coefficient determination

play a role as indicator important For evaluate total variable contribution independence and fit of the regression model in a way overall .Result of processing coefficient determination can seen as following :

Table 7. Results of the Determination Coefficient

Model Summary

| Model | R | R Square | Adjusted R Square | Standard Error of the Estimate | Durbin - Watson |
|-------|-------------------|----------|-------------------|--------------------------------|-----------------|
| 1 | .917 ^a | .840 | .835 | 2,157 | 2,408 |

Partial Test (t-Test)

Table 8. t-Test Results

| Model | | Unstandardized Coefficients | | Standardize Coefficients | t | Sig. |
|-------|------------|-----------------------------|------------|--------------------------|-------|------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 3,391 | 1,899 | | 1,785 | .077 |
| | Total X1 | .327 | .099 | .354 | 3,289 | .001 |
| | Total X2 | .303 | .098 | .312 | 3,077 | .003 |
| | Total X3 | .306 | .105 | .285 | 2,898 | .005 |

DISCUSSION

Influence Competence On the Performance of PT. Erajaya Employees in Bengkulu City

partial test results in Figure 3 show that variables competence (X1) has mark significance of $0.001 < 0.05$, which means competence influential positive and significant to performance employees of PT. Erajaya, Bengkulu City. This describe that the more tall competencies possessed by employees , then the more high level the resulting performance .

Competence employee in study This measured through five indicators , namely knowledge , skills , concepts self , character , and motivation . This means that employees with good understanding about jobs , appropriate skills , and motivation high work will more capable finish task in a way effective and efficient . In addition , the attitude responsible answers and concepts self positive also encourages employee For Work with believe self-motivated and results - oriented .Findings This in line with Putri & Fadli's (2023) research states that that competence influential positive to performance , because employees who have good skills and knowledge can adapt to demands work . These results also support Mathis and Jackson's theory explains that competence is characteristics base related individuals direct with effectiveness work and achievements in organization . With Thus , the increase competence employees at PT. Erajaya ,both from aspect knowledge , skills , and motivation , will impact direct to improvement performance .

Influence Culture Organization On the Performance of PT. Erajaya Employees in Bengkulu City

Based on t-test results obtained mark significance of $0.003 < 0.05$, which indicates that variables culture organization influential positive and significant to performance employees of PT. Erajaya , Bengkulu City. This means the more Good culture implemented organization company , then the more high level performance employees produced . Culture strong organization reflect understanding values , norms, and behavior work carried out by all employee in reach objective together . In the context of PT. Erajaya Kota Bengkulu, culture work that emphasizes discipline , work The same team , and responsibility answer become factor important in create environment productive and harmonious work .Culture organization play a

role in form pattern behavior and motivation Work employees . When the values organization can accepted and implemented with good by all members , then creating a sense of belonging and attachment to company . Employees who have perception positive to culture organization tend Work more active , showing loyalty high , and achievement - oriented results optimal work . With thus , culture good organization capable create environment conducive work as well as increase effectiveness Work individual and team.

Research result This in line with findings of Faisal Amri (2022) which show that culture organization , interpersonal communication , and competence influential significant to Teacher performance at SMP Negeri 34 Kelinci . Research the confirm that implementation culture good organization can increase Spirit work and discipline employees . In addition , the results study This is also supported by Subekti , Jusdijachlan , and Priatna (2023) who found that culture organization and competence influential positive to performance employees at the Regional Revenue Agency of West Java Province . Similarly , research by Jamal, Setianingsih , and Hamman (2022) shows that culture strong organization contribute significant to improvement performance employee at the Department of SMEs, Industry, and Trade Padang Lawas Regency . Results study the strengthen findings in studies This that culture organization is one of the factor important thing that determines level performance employees at PT. Erajaya, Bengkulu City

Influence The Effect of Interpersonal Communication on Employee Performance at PT. Erajaya , Bengkulu City

partial test results in Figure 3 show that variables interpersonal communication (X3) has mark significance of $0.005 < 0.05$, which means interpersonal communication has an influence positive and significant to performance employees . This means that the more effective interpersonal communication in the environment work , then the more good performance shown by employees .Interpersonal communication is measured through five indicators , namely openness , empathy , support , positivity , and equality . Open and mutual communication support between superiors and subordinates can create connection harmonious work and reduce potential misunderstanding . Attitude empathy make employee more sensitive to need colleague work , while positivity and equality foster a sense of mutual value in team.

Findings This in accordance with results Sari's research (2023) states that that interpersonal communication has influence positive to performance employees , because good interaction between individual can increase coordination , work the same , and trust is in place work . This also supports theory Surbakti and Silalahi in (Zakaria & Leiwakabessy, 2020) which explains that effective interpersonal communication is means important in equalize perception and improve effectiveness Work .

The Influence of Competence, Culture Organization and Interpersonal Communication in general Simultan On the Performance of PT. Erajaya Employees in Bengkulu City

Simultaneous test (F test) show that variables competence , culture organization , and interpersonal communication in general together or in a way simultaneous influential significant to performance employees , with mark significance $0.001 < 0.05$. In addition , the value coefficient determination (R^2) of 0.840 indicates that third variables independent the give contribution by 84% of change performance employees , while the remaining 16% influenced by other outside factors study like compensation , environment work , or style leadership .

Employee performance in study This measured based on five indicators according to Robbins in (Kunanti et al., 2022) , namely quality , quantity , accuracy time , effectiveness , and independence . The results of the study prove that improvement competence individual , support culture strong organization , as well as effective interpersonal communication can in a way together increase all over aspect the .

CONCLUSION

1. Competence has a positive and significant influence on employee performance. This indicates that the higher the level of competency an employee possesses, whether in terms of knowledge, skills, self-concept, character, or motivation, the more optimal their performance will be. Employees with strong competencies are able to carry out their responsibilities effectively and make a significant contribution to achieving company goals.
2. Organizational culture has a positive and significant influence on employee performance. This means that implementing a strong organizational culture, such as discipline, cooperation, results-oriented, and responsibility, can create a harmonious work environment and encourage increased employee productivity and performance within the company.
3. Interpersonal communication has a positive and significant influence on employee performance. This indicates that open, respectful, empathetic communication, and a positive attitude among coworkers and between superiors and subordinates can strengthen coordination, reduce misunderstandings, and build good working relationships, thus impacting performance.
4. Simultaneously, competence, organizational culture, and interpersonal communication have a positive and significant influence on employee performance. Based on the results of multiple linear regression analysis, these three variables collectively contribute significantly to improving employee performance. The coefficient of determination (R^2) value of 0.840 indicates that 84% of the variation in employee performance changes can be explained by these three variables, while the remaining 16% is influenced by other factors outside this study. Thus, the better the competence, organizational culture, and interpersonal communication, the higher the performance of PT. Erajaya Kota Bengkulu employees.

SUGGESTION

1. For the Company
PT. Erajaya Kota Bengkulu is advised to continuously improve employee competency through ongoing training and human resource development programs. The company also needs to strengthen a positive organizational culture by instilling work values such as discipline, responsibility, and teamwork to create a harmonious and productive work environment. Furthermore, regular evaluations of the internal communication system are necessary to ensure information is conveyed clearly, openly, and in a two-way manner, thus reducing misunderstandings between employees and between superiors and subordinates.
2. For Future Researchers
This study still has limitations because it only focused on three variables: competency, organizational culture, and interpersonal communication, with the research object in one company. Therefore, future researchers are advised to add other variables such as leadership style, work motivation, work environment, or compensation systems to achieve more comprehensive research results. Furthermore, future research can be conducted in different companies or industrial sectors to obtain broader comparisons of the factors influencing employee performance.

REFERENCES

- Adiawaty, S. (2020). Susi Adiawaty: "Dimensions and Indicators of Leadership and Organizational Culture that..." 351. *Journal of Business Management*, 23(3), 1–7.
- Almasri, M. N. (2016). Human Resource Management in Islamic Education. *Journal of Scholars of Media Communication, Research and Development of Islamic Education*, 19(02), 227–234. <https://doi.org/10.37850/cendekia.v14i02.297>

- Arifin, N. (2023). *Human Resource Management (HRM): Theory, Case Studies, and Solutions* (P. A. Wibowo, E. N. Fuad, & G. Sudiryanto (eds.); 2nd ed.). UNISNU Press. https://books.google.co.id/books?hl=id&lr=&id=gl_qEAAAQBAJ&oi=fnd&pg=PP1&dq=msdm&ots=V3VMwuSFh_&sig=5Y9hJ_SYnoK0jYi040WEfvzKMs&redir_esc=y#v=onepage&q&f=false
- Asmini, Nur Alam, A. R., & Putri, A. (2022). Analysis of the Influence of Competence on Employee Performance at PT. Telkom Akses Soppeng Area. *Jurnal Ilmiah Metansi (Management and Accounting)*, 5(1), 17–24. <https://doi.org/10.57093/metansi.v5i1.151>
- Basri, M., & Anzhari Hasanuddin, A. (2021). The Effect of Interpersonal Communication on Employee Performance at the Grand Town Hotel Mandai in Maros Regency. *Scientific Journal of Neraca: Business Economics, Management, Accounting*, 4(2), 34–45. <https://doi.org/10.56070/jinema.v4i2.37>
- Budiasih, Y. (2018). Organizational Structure, Work Design, Organizational Culture, and Their Influence on Employee Productivity: A Case Study at PT. XX in Jakarta. *Liquidity*, 1(2). <https://doi.org/10.32546/lq.v1i2.139>
- Erika, Yuniur, K., Devita, F., Tamara, I., & Herryanto, C. (2021). The Effect of Work Discipline, Compensation, and Leadership on Employee Performance at PT. Sabas Indonesia. *Jesya (Journal of Economics & Sharia Economics)*, 4(2), 905–914. <https://doi.org/10.36778/jesya.v4i2.465>
- Faisal, Somantri, M. D., & Napsiah, N. H. (2020). The Influence of Organizational Culture on Employee Performance at Bank bjb Syariah, Ciawi Branch, Tasikmalaya. 5(1), 59–79. <https://jurnal.unsil.ac.id/index.php/jes/article/view/1493/pdf>
- Febrina, R. (2021). *Teacher Competence* (B. S. Fatmawati (ed.)). Bumi Aksara. https://books.google.co.id/books?hl=id&lr=&id=vp5OEAAAQBAJ&oi=fnd&pg=PP1&dq=kompotensi&ots=E8NzhRygTI&sig=MqHRYpPGaaE-iJ7HOxy0WKjt6Gc&redir_esc=y#v=onepage&q&f=false
- Ghozali, I. (2018). *Multivariate Analysis Application of IBM SPSS 25 Program*. Diponegoro University Publishing Agency.
- Himma, M. (2020). Analysis of the Influence of Work Environment Factors and Organizational Culture on Employee Performance. *Adbis: Journal of Administration and Business*, 14(2), 130. <https://doi.org/10.33795/j-adbis.v14i2.99>
- Husna, L. U., & Prasetya, B. P. (2024). The Influence of Motivation and Work Environment on Employee Performance at PT. Mitra Sakti Boshe VVIP Club Yogyakarta. *Bintang Management Journal*, 2(2), 19–28. <https://doi.org/10.55606/jubima.v2i2.3039>
- Ichsan, R. N., Nasution, L., & Sinaga, S. (2021). *Human Resource Management (HRM) Teaching Materials* (S. Suparmin (ed.); 1st ed.). CV. Sentosa Deli Mandiri. https://books.google.co.id/books?hl=id&lr=&id=p1MXEAAAQBAJ&oi=fnd&pg=PA1&dq=msdm+menurut+para+ahli&ots=xfw-KRailJ&sig=cb-KTkzyzXoc6vc9dG0ay7FTWJA&redir_esc=y#v=onepage&q&f=false
- Irmayanti, P. A., Widiastini, M. A., & Suarmanayasa, I. N. (2020). The Influence of Competence and Work Culture on Employee Performance. *Prospek: Journal of Management and Business*, 2(1), 111. <https://doi.org/10.23887/pjmb.v2i1.26274>

- Irwanto, T., and Melinda, T. F. (2015). The sample consisted of 100 employees from the Animal Husbandry and Animal Health Department of Bengkulu Province using simple random sampling. The analysis methods used were Multiple Regression Analysis, Correlation Analysis, T-Test, F-Test, and the Coefficient of Determination (R²) Test. Results. *EKombis Review: Scientific Journal of Economics and Business*, Vol. 3(2), 215–228.
- Ismi, J. (2021). The Effect of Competence on Employee Performance at the Riau Province Ministry of Religious Affairs Office (Vol. 2, Issue 4). Riau Islamic University.
- Jamal, A. R., Setianingsih, R., & Zaki Hamman. (2022). The Effect of Competence, Organizational Culture, and Communication on Employee Performance at the Office of SMEs, Industry, and Trade, Padang Lawas Regency. *Student Scientific Journal: Merdeka EMBA*, 1(1), 35–44. <https://jom.umri.ac.id/index.php/emba/article/view/592/75>
- Januarizki, T. R., & Wihara, D. S. (2021). The Effect of Job Stress, Workload, and Interpersonal Communication on Employee Performance at BPR Artha Samudra Indonesia. *Journal of Applied Management Research (PENATARAN)*, 27–38.
- Komang, N., Widiastini, M., Yudy Wijaya, P., Gede, I., & Mahayasa, A. (2023). THE EFFECT OF COMPETENCY AND ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE (A Study at PT. Gapura Angkasa, Denpasar Branch). *Journal of Applied Management Studies (JAMMS)*, 4(2), 147–158.
- Kotaniartha, I. W., & Bu'u, C. F. (2022). The Implementation of Employee Interpersonal Communication Towards Guests in Achieving Service Satisfaction at Caffe Locca Hostel Sanur Bali. *Journal of Communication Studies*, 24(1), 15–21. <http://ejournal.undwi.ac.id/index.php/ilkom/article/view/1229%0Ahttp://ejournal.undwi.ac.id/index.php/ilkom/article/download/1229/1077>
- Kunanti, W. S., Nasharuddin, Wulandari, W., & Hermawati, A. (2022). THE EFFECT OF INDIVIDUAL CHARACTERISTICS ON EMPLOYEE PERFORMANCE MEDIATED BY EMPLOYEE COMPETENCY (A STUDY OF EMPLOYEES IN THE LIQUID DEPARTMENT OF PT INDOLAKTO IN PURWOSARI). *Journal of Innovation Research and Knowledge*, 2(1), 15–26. <https://doi.org/10.2307/2308901>
- Kurniawati, E. (2021). *Human Resource Management* (M. Nasrudin (ed.); 1st ed.). PT. Nasya Expanding Management. https://books.google.co.id/books?hl=id&lr=&id=l6JGEAAAQBAJ&oi=fnd&pg=PR1&dq=m sdm&ots=njPNVJQzTO&sig=_vo1TXoU6X8B_K8LC0u1UI8Czmc&redir_esc=y#v=onepage&q&f=false
- Monica, A., Ritonga, S., & Suhairi, S. (2022). The Influence of Interpersonal Communication Skills on the World of Work. *Dakwatussifa: Journal of Da'wah and Communication*, 1(1), 46–55. <https://doi.org/10.56146/dakwatussifa.v1i1.15>
- Muhammad Iqbal. (2022). The Influence of the Work Environment on Employee Performance at PT Sriwijaya, South Sumatra. *Digital Business: Journal of Management Science and E-Commerce Publication*, 1(4), 12–19. <https://doi.org/10.30640/digital.v1i4.359>
- Pusparani, M. (2021). Factors Influencing Employee Performance (A Review of Human Resource Management Literature). *Journal of Applied Management Science*, 2(4), 534–543. <https://doi.org/10.31933/jimt.v2i4.466>

- Putri, H. L., & Fadli, U. M. D. (2023). Employee Competency Analysis at JNE Karawang. *Jurnal Economina*, 2(6), 1363–1373. <https://doi.org/10.55681/economina.v2i6.609>
- Sari, A. G. T. (2023). The Effect of Transformational Leadership Style and Interpersonal Communication on Employee Performance. *Smartindo Journal*, 2 No. 1, 14–19. <https://jurnal.smartindo.org/index.php/ekobil>
- Sugiyono. (2017). *Business Research Methods*. Alfabeta.
- Uyun, N. (2021). *Human Resource Management*. Revised Edition. Jakarta: Bumi Aksara, 391.
- Zakaria, I. H., & Leiwakabessy, T. F. F. (2020). The Effect of Information Technology Use, Interpersonal Communication Skills, and Leadership Style on Employee Performance (Empirical Study at Sharia Banks in Ambon City). *Journal of Accounting: Transparency and Accountability*, 8(2), 117–126. <https://doi.org/10.35508/jak.v8i2.2873>