

The Effect of Remuneration, Work Environment, Competency on Employee Performance in Research and Development Agencies of Full River City

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Abstract

This study aims to see the effect Remuneration, Work Environment and Competence on Employee Performance in the Research and Development Agency for Sungai Penuh City partially and simultaneously. The population in this study all over There are 84 employees at the Research and Development Agency for Sungai Penuh City. And the technique of determining the number of samples taken as respondents using total sampling. The results of this study indicate that (1) Remuneration provide a significant positive influence on Employee Performance in the Research and Development Agency for Sungai Penuh City (2) Work environment provides a positive influence on Employee Performance in the Research and Development Agency for Sungai Penuh City (3) Competence provide a positive influence on Employee Performance in the Research and Development Agency for Sungai Penuh City (4) Remuneration, Work Environment and Competence collectively have a positive effect on Employee Performance at the Research and Development Agency for Sungai Penuh City.

Keywords: Performance, Remuneration, Work Environment and Competence

Date of Submission: 15-01-2021

Date of Acceptance: 30-01-2021

I. PRELIMINARY

Bureaucratic reform is carried out in order to realize good governance (good governance). In other words, bureaucratic reform is a strategic step to build the state apparatus to be more efficient and effective in carrying out general government tasks so that the goals and targets that have been set can be achieved effectively and efficiently (Aris Saputra: 2016). President Joko Widodo's government realizes that bureaucratic reform in Indonesia is running slowly due to the mindset and behavior of bureaucrats who have not committed to change.

Based on this, President Joko Widodo then issued the spirit of "Mental Revolution" in 2014. The mental revolution emphasizes important aspects that must be instilled, namely: integrity, professionalism, neutrality and freedom from corruption, collusion and nepotism, and able to provide public services for the community. and able to play a role as an adhesive element of national unity (Karlina Supeli: 2015).

Human Resources are a vital component for an agency, because human resources are the main executor of managerial and operational activities within the agency. Other elements, such as money, machines, and capital, will not work well without the intervention of human resources. To achieve maximum agency performance, human resources or employees within the agency must have good performance (Mathis & Jackson, 2016).

Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities assigned to him (Mangkunegara, 2017). In another view, performance is the work achieved by individuals according to their roles and duties in a certain period, which is linked to a certain value measure or standard of the organization where the individual works (Umam, 2018). Furthermore, performance is about doing the job and the results achieved from that work. Performance is about what is done and how to do it (Wibowo, 2017).

However, the current fact is that the state's obligation to provide the best public services to the people has not been fully felt equally. The level of education and health quality is still low, the level of poverty and unemployment is still high, the condition of the workforce is not yet highly competitive, as well as inadequate public service facilities (Irawati: 2015). Referring to one of the government agencies, what happened at the Sungai Penuh City Research and Development Agency office was the need for a study on mental revolution, especially regarding remuneration for the work environment and competence.

Various issues developing in the field of the state apparatus cannot be separated from the aspects of the institution, human resources of the apparatus, management, supervision and accountability as well as public

services. The essence of efforts to resolve problems related to this aspect is to realize good governance. With regard to efforts to realize good governance, efforts are also made through bureaucratic reform which began in 2008 as part of the agenda which will continue in the following years so that the quality of sustainable development will be better and benefit the community both in development. organized by the central government and local governments.

The essence of regional development is all activities that run simultaneously, including planning, implementing and evaluating activities, in order to achieve goals towards better change. In a development where all these activities must of course be supported by development policies so that they become representative guidelines in increasing added value and efforts to achieve change. Efforts to achieve better regional development changes need to be carried out through planning, implementation and supervision of development in an integrated and directed manner, so that limited human resources can be utilized effectively and efficiently.

The Research and Development Agency as one of the elements of the Sungai Penuh City Government agency has the task of assisting the Regent in carrying out the Implementation in the field of Regional Innovation Research and Development based on the decentralization, decentralization and assistance tasks given by the Government to the Regent and other tasks assigned by the Regent based on statutory regulations valid invitation.

Table 1
Research and Development Agency Employee Performance Data Report
Sungai Penuh City

No.	Target	Achievement			
		2017	2018	2019	Target
1	The increasing contribution of the Research and Development Agency to the development of the Sungai Penuh city based on research results	90	88	85	100
2	Increasing the quality of service to the community	87	85	80	100
3	Fulfillment of liwa botanical garden functions	85	83	80	100
4	Research and Development Program	95	92	88	100
Average		89.25	87	83.25	100

Source: Sungai Penuh City Research and Development Agency

Based on table 1, it can be seen that the performance of employees at the River City Research and Development Agency has decreased every year, which in 2017 the average employee performance was 89.25% which shows a pretty good performance and in 2018 experienced a decrease in employee performance. 87%. In 2019 the performance of employees at the Sungai Penuh City Research and Development Agency decreased to 83.25%, which means that employee performance is getting worse. Of course, there are factors that make employee performance low. Based on this data, the researcher will examine the performance of employees at the Sungai Penuh City Research and Development Agency allegedly due to remuneration, work environment and low employee competence.

II. METHOD

The population in this study were all employees of the Research and Development Agency for Sungai Penuh City totaling 87 people. The sampling technique uses total sampling technique (whole sample), total sampling is a sampling technique where the number of samples is the same as the population(Sugiyono, 2017). The reason for taking total sampling is because according to(Sugiyono, 2017) the total population of less than 100 the entire population was used as the research sample.

Hypothesis testing in this study uses multiple regression analysis. Multiple regression analysis aims to determine the causal relationship between the influencing variables and the affected variables. With the multiple regression equation model as follows:

$$Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3 + e \dots \dots \dots (1)$$

Where:

- Y = Performance
- a = Intercept constant
- X1 = Remuneration

X2 = Work Environment
 X3 = Competence
 b1, b2, b3, = Regression Coefficient
 e = Error Term

III. RESEARCH RESULT

Classic assumption test

Normality test

The author used this normality test to test the normality of the regression model. Testing is done using the method *kolmogorov-smirnov test* against each variable. The regression model is normally distributed if the Kolmogorov-Smirnov sign value for each variable is greater than $\alpha = 0.05$. The results of the normality test can be seen in table 2.

From the table 2 which is a normality test, it can be seen that in the regression model, confounding or residual variables have a normal distribution. This can be seen from the results of the sig value of the Performance variable (Y) is $0.206 > 0.05$ Variable Remuneration (X1) is $0.242 > 0.05$; Work Environment variable (X2) is $0.102 > 0.05$; Competency variable (X3) is $0.096 > 0.05$. So it is concluded that the variables of Performance, Remuneration, Work Environment, and Employee Competence at the River City Research and Development Agency have a normal distribution.

Table 2
Normality Test Results
One-Sample Kolmogorov-Smirnov Test

		Performance	Remuneration	Work environment	Competence
N		84	84	84	84
Normal	Mean	41.2262	54,7143	24,8095	23,9643
Parameters a	Std. Deviation	2.34059	3,64236	1.83327	2.52909
Most Extreme	Absolute	.116	.112	.206	.161
Differences	Positive	.110	.112	.206	.161
	Negative	-.116	-.085	-.175	-.125
Kolmogorov-Smirnov Z		1,066	1,027	1,891	1,476
Asymp. Sig. (2-tailed)		.206	.242	.102	.096

a. Test distribution is Normal.

Source: SPSS output results, 2020.

Multicollinearity Test

Multicollinearity test is useful for testing whether the regression model found a correlation between the independent variables. A good regression model should not have a correlation between the independent variables. If the independent variables are correlated, these variables are not orthogonal. Orthogonal variables are independent variables whose correlation value between independent variables = 0 (Ghozali, 2011). Multicollinearity can be seen from *tolerance* and Variance Inflation Factor (VIF). The way to know whether there is a multicollinearity test deviation is to look at the Tolerance and VIF values of each independent variable, if the Tolerance value > 0.10 and the VIF value < 10 then the data is free from multicollinearity symptoms can be seen in table 3.

Table 3
Multicollinearity Test Results

Coefficients ^a			
Model		Collinearity Statistics	
		Tolerance	VIF
1	Remuneration	0.990	1,010
	Work environment	0.930	1,075
	Competence	0.938	1,066

a. Dependent Variable: Performance

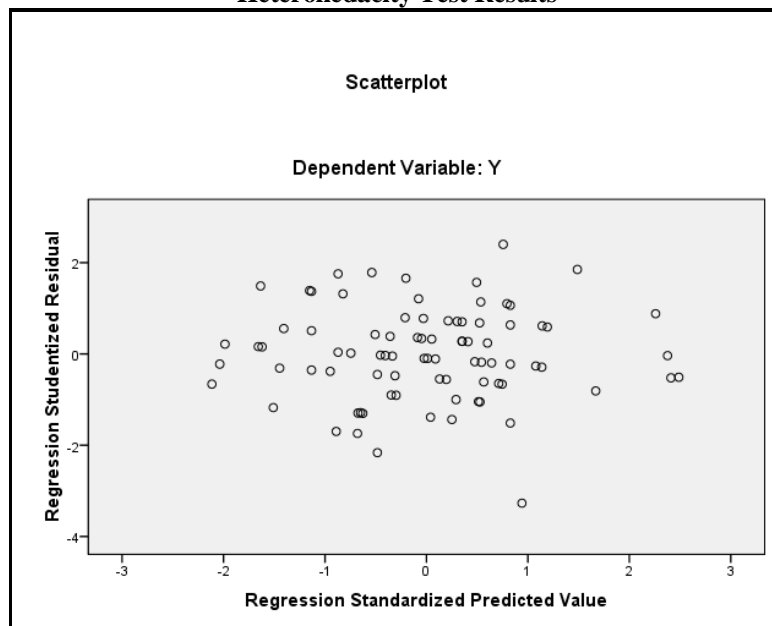
Source: SPSS output results, 2020

Based on the multicollinearity test in the table above, it can be seen that there is no relationship between the independent variables because all the VIF values of the independent variables <10.

Heteroscedasticity Test

The heteroscedasticity test aims to test whether in a regression model there is an inequality of variants from the residuals from one observation to another. If the variance from the residual of one observation to another remains, it is called homokedastability and if different is called heteroscedasticity. Detecting heteroscedasticity in this study using the Plott Graph test (Scatter Plot). This test if there is no clear pattern, such as a point spread above and below the number 0 (zero) on the Y axis, then there is no heterocedacity. The test results can be seen in Figure 1.

**Figure 1
Heterokedacity Test Results**



In Figure 1, it can be seen that there is no clear pattern and the dots spread above and below the number 0 on the Y axis. The distribution of data points does not form a wavy pattern that widens then narrows and widened again. The distribution of data points is also not patterned, so this shows that the data in this study did not occur heteroscedasticity.

Research Hypothesis Test

Multiple Linear Regression Analysis

In testing the research hypothesis, multiple linear regression tests were used, which aims to determine how much influence several independent variables have on the dependent variable. Multiple regression analysis was performed by comparing t_{count} with t table and sig value with $\alpha = 0.05$. In detail, the results of multiple regression testing can be seen in Table 4.

Based on Table 4, the estimation model can be analyzed as follows:

$$Y = 34,563 + 0.594 (X1) + 0.417 (X2) + 0.345 (X3) \dots\dots\dots (2)$$

Based on the above equation, it can be explained that:

- a. From the above equation it can be seen that there is a constant value of 34,563 which means that if Remuneration, Work Environment, Competence is zero, then the value of the Performance variable is at 34,563. This means that the variables of Remuneration, Work Environment, Competence contribute to improving Employee Performance in the Research and Development Agency for Sungai Penuh City.
- b. The value of the regression coefficient of remuneration is positive 0.594. This means that if the work remuneration decreases by one unit it will result in an increase in performance of 0.594 unit.

c. The regression coefficient value for the Work Environment is positive, namely 0.417. This means that if the Work Environment decreases by one unit it will result in an increase in employee performance by 0.417 unit.

d. The competency regression coefficient value is positive, namely 0.345. This means that if the competency increases by one unit it will result in an increase in employee performance by 0.345 unit.

Table 4
Multiple Regression Equation

Model		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	34,563	6,084		5,681	.000
	Remuneration	.594	.111	.147	5,321	.000
	Work environment	.417	.133	.013	3,118	.007
	Competence	.345	.106	.049	4,427	.001
a. Dependent Variable: Y						

Source: SPSS Output Results (2020)

Regression Coefficient Test (t test)

Hypothesis Testing 1

The first hypothesis proposed, that Partial remuneration has a positive effect on employee performance. Based on the results of the analysis of the t test, it is known that the significance level of the Remuneration variable is 0,000 <from the significance value (0.05). Thus Ho was rejected and Ha accepted. So that the alternative hypothesis proposed in this study is accepted, it means that there is a significant positive effect between Remuneration on Employee Performance in the Research and Development Agency for Sungai Penuh City.

Hypothesis Testing 2

The second hypothesis proposed, that Work environment partially has a positive effect on employee performance. Based on the analysis of the t test, it is known that the significance level of the Work Environment variable is 0,007 <from the significance value (0.05). Thus Ho was rejected and Ha accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a significant positive influence between the Work Environment on Employee Performance in the Research and Development Agency for Sungai Penuh City.

Hypothesis Testing 3

The third hypothesis proposed, that Competence partially has a positive effect on performance. Based on the results of the analysis of the t test, it is known that the significance level of the Competency variable is 0,001 <dai significance value (0.05). Thus Ho was rejected and Ha accepted. So that the alternative hypothesis proposed in this study is accepted, which means that there is a significant influence between competence on employee performance in the Research and Development Agency for Sungai Penuh City.

Hypothesis Testing 4

The fourth hypothesis proposed, that Remuneration, Work Environment, and Competence together has a positive effect on employee performance. Based on the analysis results of the F test, it is known that the significance level of the variables Remuneration, Work Environment, and Competence is 0.000 <0.05. Thus Ho was rejected and Ha accepted. So that the alternative hypothesis proposed in this study is accepted, which means that there is a significant influence jointly between Remuneration, Work Environment, and Competence on Employee Performance in the Research and Development Agency for Sungai Penuh City. As can be seen in table 5.

Table 5
F Test Results

ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10,729	3	3,576	8,644	.000a

	Residual	443,973	80	5,550		
	Total	454,702	83			
a. Predictors: (Constant), X3, X2, X1						
b. Dependent Variable: Y						

Source: SPSS Output Results (2020)

Coefficient of Determination (Adjusted R Square)

The coefficient of determination aims to see or measure how far the model's ability to explain variations in the independent variable, where the value is *R square* used for research with 2 variables and the value of Adjusted R Square is used for research with more than 3 variables. The coefficient of determination in this study is taken from the Adjusted R Square value which can be seen in table 6.

Table 6
Test results R Square

Model Summary b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.654a	.427	.410	2.35577
a. Predictors: (Constant), X3, X1, X2				
b. Dependent Variable: Y				

Source: Results of SPSS data processing (2020)

Based on the results of the Adjusted R square analysis is 0,410 This means that 41.0% employee performance is influenced by the independent variable Remuneration, Work Environment, Competence. While the remaining 59% is influenced by other variables outside the model.

Influence Remuneration for Employee Performance at the Sungai Penuh City Research and Development Agency.

The results of this study indicate that remuneration has a significant positive effect on employee performance at the Sungai Penuh City Research and Development Agency. This indicates that Remuneration determines Employee Performance at the Sungai Penuh City Research and Development Agency. This means that the better and higher the remuneration received by employees, it will increase employee performance.

From the results of this study, it can be seen that the work remuneration variable has a coefficient 0.594 which means that Remuneration has the greatest influence from other variables. This indicates that remuneration can play a role in improving employee performance. If the Agency for Research and Development of Sungai Penuh City wants to improve employee performance, it must increase employee remuneration. This is in line with the opinion according to Thoha (2010) that remuneration is associated with the re-establishment of the employee's payroll system based on performance appraisals, with the aim of achieving a good and clean governance system.

Meanwhile, according to Mondy and Noe (in Marwansyah, 2010: 269) remuneration is a form of reward received by an employee for their contribution to the organization. This understanding implies that its existence in an organization cannot be ignored. Because, it will be directly related to the achievement of organizational goals

The results of this study are in line with the research Boedianto (2017) which shows that remuneration has a positive and significant effect on employee performance. Bambang Sanco (2016) the results of his research also showed Remuneration has a significant effect on employee performance.

Influence Work Environment on Employee Performance in the Sungai Penuh City Research and Development Agency.

The results of this study indicate that the work environment has a significant positive effect on employee performance at the Sungai Penuh City Research and Development Agency. This indicates that the work environment of employees determines employee performance in the Sungai Penuh City Research and Development Agency. This means that the better and better the Work Environment in the Agency, it will increase employee performance.

From the results of this study, it appears that the Work Environment variable has a coefficient 0.417 which means the work environment has a big influence. This indicates that the work environment can play

a role in improving employee performance. If the Agency for Research and Development of Sungai Penuh City wants to improve employee performance, it must create a good and good working environment in the agency.

This is in line with opinion According to (Sulistiyani & Rosidah, 2018) Work Environment is a process of giving encouragement to subordinates so that subordinates can work in line with given limits to achieve organizational goals optimally. Then the Work Environment is an impetus for a series of human behavior processes in achieving goals (Wibowo, 2017). Based on the opinion of experts, it is concluded that the work environment is a driving force or impetus in a person to want to behave and work actively and well in accordance with the duties and obligations that have been given to him (Kadarisman, 2017). Furthermore, the Work Environment is the result of individual interactions and situations (Umam, 2018).

The results of this study are in line with the research Diana Khairani Sofyan (2013) which shows that Work environment affects employee performance. Astadi Pangarso (2015) the results of his research also show that Work environment has a significant effect on employee performance.

Influence Influence Competence on Employee Performance in the Sungai Penuh City Research and Development Agency.

The results of this study indicate that competence has a significant positive effect on employee performance at the Sungai Penuh City Research and Development Agency. This indicates that competence determines employee performance in the Sungai Penuh City Research and Development Agency. This means that the better the competence of employees in an agency will increase employee performance.

From the results of this study, it appears that the competency variable has a coefficient 0.345 which means competence has a big influence. This indicates that competence can play a role in improving employee performance. If the Agency for Research and Development of Sungai Penuh City wants to improve employee performance, it must improve and create good competence for better employees.

This is in line with opinion According to Wibowo (2012) states that every organization is formed to achieve certain goals and if it is achieved, then it can be called a success, to achieve success requires a strong foundation in the form of competencies possessed by employees. Furthermore, according to Rivai and Ella (2011), competence is the knowledge, skills and abilities related to work, as well as the abilities needed for non-routine jobs. Competence is a key determining factor for a person in producing excellent performance. In a collective situation, competence is a key factor determining the success of an organization. Meanwhile, according to Garry Dessler (2011).

The results of this study are in line with Mirahasti's (2015) research which shows that There is a significant positive influence between competence on employee performance.

The Influence of Remuneration, Work Environment, Competence on Employee Performance at the Sungai Penuh City Research and Development Agency.

The results of this study indicate that Remuneration, Work Environment, Competence together have a significant influence on Employee Performance in the Research and Development Agency for Sungai Penuh City. This indicates that Remuneration, Work Environment, Competence determine Employee Performance in the Sungai Penuh City Research and Development Agency. This means that Remuneration, Work Environment, Competence will increase employee performance.

This is in line with research, Astadi Pangarso (2015), Diana Khairani Sofyan (2013), Mirahasti (2015) which shows that The results show support for a significant influence between Remuneration, Work Environment and Competence on employee performance.

IV. CONCLUSION

Based on the results of testing and discussion of the hypotheses described in the previous chapter, the following conclusions can be drawn:

1. Remuneration has a positive influence on Employee Performance at the Sungai Penuh City Research and Development Agency. This means that employee performance will increase if remuneration in the institution is good for employees and leaders, so as to provide encouragement to employees in improving their performance, so the first hypothesis (H1) is accepted.
2. The work environment has a positive influence on the employee performance of the Sungai Penuh City Research and Development Agency. This means that employee performance will increase if the work environment is good so that it is able to provide morale to employees in carrying out work. The better and better the work environment for employees in the agency will increase the performance of employees in doing their jobs in the agency, so the second hypothesis (H2) is accepted.
3. Competence has a positive influence on Employee Performance at the Sungai Penuh City Research and Development Agency. This means that employee performance will increase if employee competence is good, it

will encourage performance at work, thus making employees enthusiastic and able to do their job well. And good and good competence will encourage high performance, so the third hypothesis (H3) is accepted.

4. Remuneration, work environment, competence together have an influence on the employee performance of the Sungai Penuh City Research and Development Agency. From the ANOVA test, the significance probability value is 0.000. The probability of significance is smaller than 0.05, with a significance level of 0.000 as a result, H_0 is rejected and H_a is accepted. The variables of Remuneration, Work Environment and Competence jointly affect Employee Performance at the Sungai Penuh City Research and Development Agency.

Based on the results of the discussion analysis as well as some conclusions in this study, there are suggestions that can be given through the results of this study in order to get better results, namely:

1. For further researchers, it is hoped that they can research with other variables outside of this variable in order to obtain more varied results that can describe what things can affect performance and it is recommended to expand the scope of research on the effect of remuneration, work environment, competence on employee performance. used in this study.

2. For Remuneration, it is suggested to agencies to pay attention to the Remuneration given to employees in the agency, because this can be seen from the results of the survey and the results of the respondent's responses to Remuneration, it is not in accordance with what is received by employees so that it shows poor results, if there is a problem with Remuneration, it is feared that later it will reduce employee performance which will have an impact on agency performance.

3. For the Work Environment, it is recommended that agencies pay attention to the comfort of employees in working by creating a good and good working environment for employees in the agency, because this will have an impact on the psychology of employees if employees feel uncomfortable with the work environment in that organization, it will reduce performance and enthusiasm at work.

4. For competence, it is suggested to agencies to pay attention to employee competence in work by creating good and good competencies for employees and leaders in the agency, because this will have an impact on employees if the agency feels that the competence of employees and their leaders is very bad in the organization it will have an impact on decreased employee performance.

5. For the agency management it is expected to pay attention to remuneration, work environment for employees, and create a good work environment in the agency, because the work environment is a big influence in improving performance. Because to achieve better productivity and achievement of agency goals, a good work environment and remuneration is needed, good competence, a good and good working environment for employees and agencies, as well as loyalty from employees. When Remuneration, Work Environment, Competence are given in a balanced way, the employee's performance will also increase.

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