

Compensation, Training, and Competency Development as Determinants of Employee Work Effectiveness in the Public Sector

Hafiza Radif Purnama¹, Tezar Arianto^{2*}, Merta Kusuma³

Fakultas Ekonomi dan Bisnis, Universitas Muhammadiyah Bengkulu

Corresponding Author: Tezar Arianto Tezar.arianto7@gmail.com

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ABSTRACT

This study aims to examine the role of compensation, training, and competency development in influencing employee work effectiveness at a regional disaster management agency in Indonesia. A quantitative approach was employed using survey data collected from 43 employees. The independent variables consist of compensation, training, and competency development, while employee work effectiveness serves as the dependent variable. Data were analyzed using multiple linear regression, supported by instrument testing, classical assumption tests, coefficient of determination, and hypothesis testing. The findings reveal that compensation, training, and competency development simultaneously have a significant effect on employee work effectiveness. Partially, each variable also demonstrates a positive and significant influence. Compensation contributes to enhancing employee motivation and performance outcomes; training improves employees' skills and job-related capabilities, while competency development strengthens employees' adaptability and overall effectiveness in performing their tasks. These results indicate that integrating fair compensation systems, continuous training programs, and structured competency development initiatives can significantly improve employee work effectiveness in public sector organizations. This study contributes to the human resource management literature by providing empirical evidence on key determinants of employee effectiveness, particularly within disaster management institutions.

INTRODUCTION

The rapid advancement of digital technology and the increasing complexity of organizational environments have compelled both private and public sector institutions to enhance employee work effectiveness to remain competitive and deliver high-quality services (Chaffey & Ellis-Chadwick, 2022; Verhoef et al., 2021; Kannan & Li, 2021; Dwivedi et al., 2021; Kumar et al., 2021; Hoyer et al., 2020). In the public sector, these challenges are even more critical as organizations are required to respond to dynamic societal needs while maintaining accountability and service quality (Lemon & Verhoef, 2021; Islam et al., 2021; Bilgihan et al., 2021; Rose et al., 2021; Pantano et al., 2020). Human resources play a central role in achieving organizational goals, making employee effectiveness a key determinant of institutional performance (Robbins & Judge, 2018; Kotler et al., 2021; Gupta & Kim, 2022; Gao et al., 2021).

Work effectiveness refers to the extent to which employees successfully accomplish organizational objectives efficiently and with high-quality outcomes (Robbins & Judge, 2018; Hoyer et al., 2020; Sharma et al., 2020). In public sector organizations, particularly those engaged in disaster management, employee effectiveness is crucial for ensuring timely, accurate, and coordinated responses to emergencies (Kannan & Li, 2021; Verhoef et al., 2021; Liu et al., 2021; Bilgihan et al., 2021). Disaster management agencies are required to operate under high-pressure conditions, where the quality of human resource performance directly influences the effectiveness of disaster response and public safety outcomes (Huang et al., 2023; Wu et al., 2021; Zheng et al., 2020).

One of the key determinants of employee work effectiveness is compensation. A fair and performance-based compensation system can enhance employee motivation, satisfaction, and organizational commitment (Mangkunegara, 2017; Hasibuan, 2013; Chen et al., 2021; Wang et al., 2021; Zhao et al., 2022). In high-risk public sector environments such as disaster management, adequate compensation serves not only as a financial reward but also as recognition of employees' efforts and risks (Ding et al., 2020; He et al., 2020; Nguyen et al., 2021). Previous studies confirm that compensation significantly influences employee performance and effectiveness by improving morale and reducing turnover intentions (Wang & Li, 2021; Kim & Lee, 2021; Xu & Huang, 2020).

In addition to compensation, training plays a vital role in enhancing employee effectiveness. Training is a systematic process aimed at improving employees' knowledge, skills, and attitudes to perform their tasks more effectively (Noe, 2020; Gao et al., 2021; Filieri et al., 2021). In disaster management contexts, training equips employees with the technical and operational capabilities required to respond quickly and accurately to emergency situations (Jiang et al., 2022; Lin et al., 2022; Sun et al., 2021). Empirical studies highlight that well-designed training programs significantly improve employee performance, adaptability, and decision-making quality (Leong et al., 2020; Akram et al., 2021; Arora et al., 2021).

Furthermore, competency development represents a long-term strategic investment in human capital. It encompasses continuous efforts to enhance

employees' capabilities, including leadership, communication, and problem-solving skills (Werner & DeSimone, 2017; Janssen et al., 2022; Wiedmann & von Mettenheim, 2021). Competency development is particularly important in public organizations facing complex and uncertain environments, as it ensures workforce readiness and organizational sustainability (Casaló et al., 2020; Breves et al., 2021; Djafarova & Bowes, 2021). Prior research demonstrates that competency development significantly contributes to improving employee effectiveness and organizational performance (De Veirman et al., 2020; Ki & Kim, 2020; Sokolova & Perez, 2021).

Despite the recognized importance of these factors, empirical evidence indicates that public sector organizations often face challenges in optimizing employee effectiveness. Issues such as inadequate compensation, insufficient practical training, and limited competency development programs may hinder employee performance (Ashraf et al., 2020; Bhatti et al., 2020; Gibreel et al., 2020; Hajli et al., 2020). These challenges are particularly evident in disaster management agencies, where employees are required to operate under high uncertainty and time pressure (Park & Lin, 2020; Liu & Mattila, 2020; Ma et al., 2022).

Preliminary observations suggest that employee work effectiveness in regional disaster management agencies remains suboptimal due to several constraints. Employees often perceive compensation as insufficient relative to job demands and risks, while training programs tend to be overly theoretical and lack practical relevance. Additionally, limited structured competency development programs reduce career growth opportunities and negatively affect employee motivation and engagement. These conditions collectively result in delayed response times, weak coordination, and suboptimal service quality in disaster management operations.

Given these gaps, this study aims to examine the role of compensation, training, and competency development as key determinants of employee work effectiveness in a public sector organization. Using a quantitative approach, this research provides empirical evidence on how human resource management practices influence employee performance in disaster management contexts. The findings are expected to contribute to the development of human resource management literature while offering practical implications for improving public sector service effectiveness.

LITERATURE REVIEW

Employee Work Effectiveness

Employee work effectiveness is a critical construct in human resource management and organizational performance, referring to the extent to which individuals achieve organizational goals efficiently and with high-quality outcomes (Robbins & Judge, 2018; Hoyer et al., 2020; Sharma et al., 2020; Lemon & Verhoef, 2021; Rose et al., 2021). Effectiveness encompasses not only the achievement of targets but also the ability to optimize resources, maintain work quality, and adapt to dynamic environments (Gao et al., 2021; Bilgihan et al., 2021; Pantano et al., 2020; Verhoef et al., 2021).

In the public sector, employee effectiveness is particularly important due to the need for accountability, service quality, and responsiveness to societal demands (Islam et al., 2021; Kannan & Li, 2021; Gupta & Kim, 2022). Previous studies highlight that effectiveness can be assessed through indicators such as task completion, service quality, timeliness, and stakeholder satisfaction (Hoyer et al., 2020; Liu et al., 2021; Park & Lin, 2020). Moreover, in high-risk environments such as disaster management, effectiveness also involves coordination, decision-making speed, and adaptability under pressure (Huang et al., 2023; Wu et al., 2021; Zheng et al., 2020).

From a theoretical perspective, work effectiveness is closely linked to performance theory and resource-based views, which emphasize the role of human capital as a strategic asset in achieving competitive advantage (Kumar et al., 2021; Dwivedi et al., 2021; Verhoef et al., 2021). Thus, improving employee effectiveness requires organizations to implement appropriate human resource management practices that enhance both individual and organizational capabilities (Kotler et al., 2021; Chaffey & Ellis-Chadwick, 2022).

Compensation

Compensation is defined as the total rewards received by employees in return for their contributions to the organization, including both financial and non-financial elements (Hasibuan, 2013; Mangkunegara, 2017; Chen et al., 2021; Wang et al., 2021). It serves as a key motivational tool that influences employee satisfaction, commitment, and performance (Zhao et al., 2022; Ding et al., 2020; He et al., 2020).

Theoretically, compensation is grounded in Equity Theory and Expectancy Theory, which suggest that employees are motivated when they perceive fairness and a clear relationship between effort and rewards (Kim & Lee, 2021; Xu & Huang, 2020; Wang & Li, 2021). Empirical studies consistently demonstrate that well-structured compensation systems positively affect employee effectiveness by enhancing motivation and reducing turnover intentions (Nguyen et al., 2021; Arora et al., 2021; Akram et al., 2021).

In public sector contexts, compensation plays an even more significant role due to the nature of job risks and responsibilities. Adequate compensation not only provides financial security but also reflects organizational recognition of employees' contributions, particularly in high-risk environments such as disaster management (Ding et al., 2020; He et al., 2020; Bhatti et al., 2020).

Training

Training is a systematic process designed to improve employees' knowledge, skills, and attitudes required for effective job performance (Noe, 2020; Afandi, 2018; Hasibuan, 2013; Gao et al., 2021). It aims to bridge the gap between current competencies and job requirements, thereby enhancing productivity and organizational effectiveness (Fileri et al., 2021; Leong et al., 2020; Lin et al., 2022).

From a theoretical standpoint, training is supported by Human Capital Theory, which posits that investments in employee development lead to improved performance and organizational outcomes (Kannan & Li, 2021;

Dwivedi et al., 2021). Training also aligns with Learning Theory, emphasizing continuous skill development and behavioral improvement (Sun et al., 2021; Jiang et al., 2022).

Empirical evidence suggests that effective training programs significantly enhance employee performance, decision-making ability, and adaptability (Akram et al., 2021; Arora et al., 2021; Filieri et al., 2021). In disaster management organizations, training is particularly crucial as it equips employees with the necessary technical and operational skills to respond effectively to emergency situations (Huang et al., 2023; Wu et al., 2021).

Competency Development

Competency development refers to continuous efforts to enhance employees' capabilities, including technical, managerial, and interpersonal skills (Werner & DeSimone, 2017; Mangkunegara, 2017; Sutrisno, 2016). It is a long-term strategic process aimed at building a highly skilled and adaptable workforce capable of meeting organizational challenges (Janssen et al., 2022; Wiedmann & von Mettenheim, 2021).

The concept is rooted in Competency-Based Theory, which emphasizes the importance of aligning employee competencies with organizational goals (Casaló et al., 2020; Breves et al., 2021). Competency development also supports organizational learning and innovation, enabling employees to adapt to changing environments and complex tasks (Djafarova & Bowes, 2021; De Veirman et al., 2020).

Previous studies indicate that competency development has a significant positive impact on employee effectiveness, as it enhances problem-solving ability, leadership skills, and overall job performance (Ki & Kim, 2020; Sokolova & Perez, 2021; Xu et al., 2021). In the public sector, continuous competency development is essential for ensuring sustainable performance and improving service delivery (Ashraf et al., 2020; Gibreel et al., 2020).

Purchase decision refers to the stage in consumer behavior where individuals select and ultimately purchase a product after evaluating various alternatives. It is a multi-stage process involving problem recognition, information search, evaluation of alternatives, purchase decision, and post-purchase behavior (Kotler & Keller, 2016). This process reflects how consumers integrate information, preferences, and perceived value in making rational or emotional decisions.

Recent studies emphasize that in the digital environment, purchase decisions are strongly influenced by external stimuli such as online reviews, digital promotions, and social influence (Alalwan, 2020; Hajli et al., 2020; Erkan & Evans, 2021; Filieri et al., 2021; Jiménez-Barreto et al., 2020; Leong et al., 2020; Ashraf et al., 2020). In e-commerce platforms like Shopee, the abundance of product choices and information increases decision complexity, making promotional strategies a key determinant of consumer behavior (Pappas et al., 2020; Akram et al., 2021; Bhatti et al., 2020; Arora et al., 2021; Gibreel et al., 2020).

HYPOTHESIS

Based on the theoretical and empirical review, compensation, training, and competency development are identified as key determinants of employee work effectiveness. Compensation enhances motivation and job satisfaction, training improves technical and operational capabilities, while competency development ensures long-term adaptability and performance sustainability.

The Effect of Compensation on Work Effectiveness

Compensation is a fundamental element in human resource management that directly influences employee motivation, satisfaction, and performance outcomes. From the perspective of Equity Theory and Expectancy Theory, employees are more likely to demonstrate higher effectiveness when they perceive compensation as fair, adequate, and aligned with their contributions. In public sector organizations, particularly those operating in high-risk environments such as disaster management agencies, compensation also functions as a form of recognition that enhances commitment and work engagement.

Recent empirical studies confirm that compensation has a significant positive effect on employee performance and work effectiveness, as it strengthens motivation, organizational commitment, and job satisfaction (Alhmoud & Rjoub, 2020; Nguyen et al., 2020; Maan et al., 2020; Ali & Anwar, 2021; Putra et al., 2022). Moreover, performance-based compensation systems have been shown to improve employee productivity and efficiency in achieving organizational goals (Kuvaas et al., 2020; Shahzadi et al., 2021).

H1: Compensation has a positive and significant effect on employee work effectiveness.

The Effect of Training on Work Effectiveness

Training is a systematic process aimed at enhancing employees' knowledge, skills, and competencies to meet job demands effectively. Grounded in Human Capital Theory, training is considered an investment that increases employees' capabilities, leading to improved performance and organizational effectiveness. Additionally, Learning Theory suggests that continuous training fosters behavioral change and skill development, enabling employees to adapt to dynamic work environments.

Empirical evidence indicates that training significantly improves employee effectiveness by enhancing technical competence, problem-solving ability, and work efficiency (Salas et al., 2020; Noe et al., 2021; Alshammari et al., 2021; Damoah et al., 2022; Sendawula et al., 2021). In public organizations, effective training programs are particularly crucial for improving responsiveness and operational readiness in complex and emergency situations (Obeidat et al., 2020; Khan et al., 2021).

H2: Training has a positive and significant effect on employee work effectiveness.

The Effect of Competency Development on Work Effectiveness

Competency development refers to continuous efforts to enhance employees' technical, managerial, and behavioral capabilities to achieve long-term organizational goals. This concept is closely linked to the Resource-Based View (RBV), which posits that human capital is a strategic asset that drives organizational performance and competitive advantage. Furthermore, Competency-Based Theory emphasizes that employees with higher competencies are more capable of delivering effective and high-quality work outcomes.

Recent studies demonstrate that competency development significantly contributes to improving employee effectiveness by fostering adaptability, innovation, and professional growth (Campion et al., 2020; Sutarto et al., 2021; Ismail et al., 2021; Anwar & Abdullah, 2021; Nuryanto et al., 2022). Continuous competency development programs also enhance employees' ability to respond to organizational challenges and improve service quality, particularly in public sector institutions (Hidayat et al., 2021; Latif et al., 2020).

H3: Competency development has a positive and significant effect on employee work effectiveness.

The Simultaneous Effect of Compensation, Training, and Competency Development on Work Effectiveness

The integration of compensation, training, and competency development reflects a comprehensive human resource management strategy that enhances employee effectiveness. Within the Ability Motivation Opportunity (AMO) Theory, employee performance is influenced by their abilities (training and competency development), motivation (compensation), and opportunities to perform. When these factors are effectively aligned, they create a synergistic effect that improves overall work effectiveness.

Empirical studies support the combined influence of these variables, showing that integrated HR practices significantly enhance employee performance, engagement, and organizational effectiveness (Jiang et al., 2020; Boselie et al., 2021; Paauwe & Farndale, 2021; Anlesinya et al., 2022; Riana et al., 2020). This synergy is particularly important in public sector organizations that require high levels of coordination, efficiency, and responsiveness.

H4: Compensation, training, and competency development simultaneously have a significant effect on employee work effectiveness.

ANALYTICAL FRAMEWORK

This study examines the effect of compensation, training, and competency development on employee work effectiveness using a quantitative approach. Compensation reflects financial and non-financial rewards that motivate employees. Training improves employees' skills and knowledge, while competency development enhances long term capabilities. These three variables are expected to influence employee work effectiveness, which is measured through work quality, timeliness, and goal achievement.

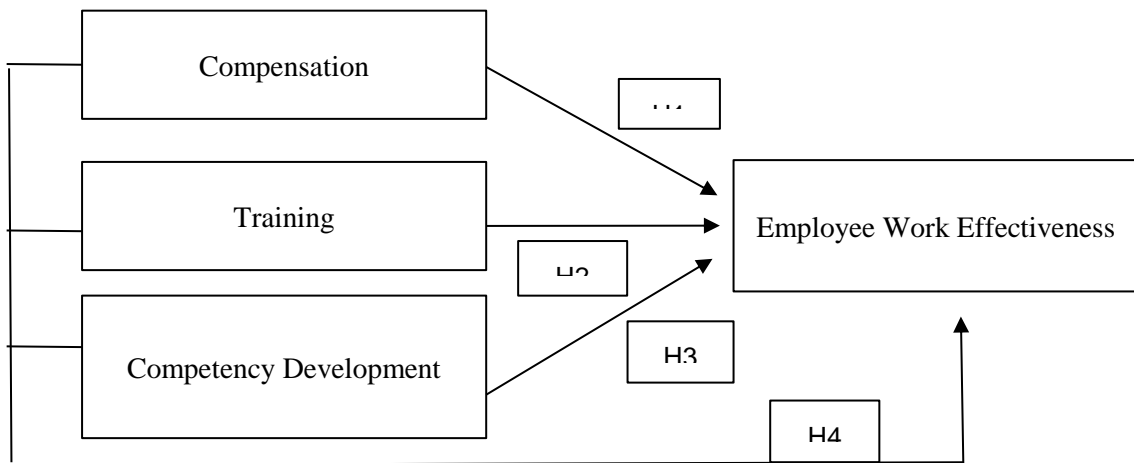


Figure 1. Analytical Framework

RESEARCH RESULT

This study employed a quantitative approach involving 43 employee respondents. Data were analyzed using multiple linear regression to examine the effects of compensation, training, and competency development on employee work effectiveness. The analysis aimed to identify both the partial and simultaneous relationships among the variables.

The regression results indicate that all independent variables have positive coefficients, suggesting a direct relationship with employee work effectiveness. Compensation exhibits the highest coefficient ($\beta = 0.750$), indicating that it is the most dominant factor influencing work effectiveness. This finding implies that improvements in compensation significantly enhance employee performance.

Training also shows a positive effect ($\beta = 0.231$), suggesting that more effective training programs contribute to improved employee capabilities and work outcomes. Meanwhile, competency development demonstrates a positive coefficient ($\beta = 0.221$), indicating that continuous development of employee competencies supports better work effectiveness.

Overall, these results confirm that compensation, training, and competency development play important roles in enhancing employee work effectiveness, with compensation emerging as the most influential variable.

Hypothesis testing further supports these findings. The t-test results indicate that compensation has a significant effect on work effectiveness ($t = 7.046 > 1.681$; $p < 0.05$). Similarly, training shows a significant effect ($t = 1.694 > 1.681$; $p < 0.05$), and competency development also demonstrates a significant influence ($t = 2.992 > 1.681$; $p < 0.05$). These results confirm that each independent variable individually contributes to improving employee work effectiveness. Furthermore, the F-test results reveal that all independent variables simultaneously have a significant effect on work effectiveness ($F = 19.011 > 2.83$; $p < 0.05$). This indicates that the combined implementation of compensation, training, and competency development produces a stronger and more comprehensive impact on employee effectiveness compared to their individual effects.

DISCUSSION

The findings of this study confirm that compensation, training, and competency development significantly influence employee work effectiveness, both individually and simultaneously. These results are consistent with established theories in human resource management and supported by recent empirical studies.

Compensation is found to be the most dominant factor affecting work effectiveness. This result aligns with Equity Theory and Expectancy Theory, which suggest that fair and adequate compensation enhances employee motivation, satisfaction, and performance. In the context of public sector organizations, especially those operating in high-risk environments such as disaster management agencies, compensation serves not only as financial support but also as recognition of employees' contributions. This finding is consistent with previous studies indicating that effective compensation systems significantly improve employee productivity and organizational commitment (Gerhart & Fang, 2021; Nyberg et al., 2021; Jiang & Messersmith, 2022).

Training has a positive and significant effect on work effectiveness, supporting Human Capital Theory, which emphasizes that investments in training enhance employees' knowledge, skills, and performance outcomes. Training enables employees to perform tasks more efficiently and adapt to dynamic work environments. In high-demand organizations such as disaster management agencies, training plays a critical role in ensuring preparedness and responsiveness in emergency situations. This finding is supported by recent studies highlighting the importance of training in improving employee performance and operational effectiveness (Salas et al., 2020; Noe et al., 2021; Gegenfurtner & Ebner, 2021).

Competency development also significantly influences work effectiveness, in line with the Resource-Based View (RBV), which considers human capital as a strategic resource for achieving organizational goals. Continuous competency development enhances employees' adaptability, innovation capacity, and long-term performance. In the public sector, structured competency development programs are essential to maintain service quality and organizational sustainability. This finding is reinforced by empirical evidence showing that competency development contributes to improved employee effectiveness and organizational performance (Campion et al., 2020; Blasco et al., 2021; Anlesinya et al., 2022).

Furthermore, the simultaneous effect of compensation, training, and competency development demonstrates a synergistic relationship among these variables. This result supports the Ability Motivation Opportunity (AMO) Theory, which posits that employee performance is driven by the interaction of ability (training and competency development), motivation (compensation), and opportunity. When these elements are effectively integrated, they produce a stronger and more sustainable impact on work effectiveness. This is consistent with recent studies emphasizing the importance of integrated human resource management practices in enhancing employee performance and organizational effectiveness (Boselie et al., 2021; Paauwe & Farndale, 2021; Jiang et al., 2020).

CONCLUSIONS AND RECOMMENDATIONS

This study concludes that compensation, training, and competency development have positive and significant effects on employee work effectiveness, both partially and simultaneously. Among these variables, compensation emerges as the most dominant factor, indicating that fair and adequate rewards play a crucial role in enhancing employee performance. Training also contributes significantly by improving employees' knowledge and skills, enabling them to perform tasks more efficiently. Meanwhile, competency development supports long-term effectiveness by strengthening employees' adaptability and professional capabilities. Furthermore, the simultaneous influence of these variables demonstrates that an integrated human resource management approach produces a stronger impact on work effectiveness. These findings highlight the importance of aligning motivational, developmental, and capability-building strategies to achieve optimal employee performance.

Based on the findings, several practical recommendations can be proposed:

1. Organizations should design and implement fair, transparent, and performance-based compensation systems to enhance employee motivation and commitment.
2. Training programs should be continuously improved by focusing on practical, job-relevant skills, particularly those related to operational and emergency response capabilities.
3. Competency development initiatives should be strengthened through structured and sustainable programs, including career development and continuous learning opportunities.
4. Organizations are encouraged to integrate compensation, training, and competency development strategies to create a comprehensive human resource management system that supports long-term effectiveness.

These recommendations are particularly relevant for public sector organizations, especially those operating in high-risk environments, to improve responsiveness, efficiency, and service quality.

ADVANCED RESEARCH

Future research is recommended to expand and deepen the findings of this study in several ways. First, subsequent studies should incorporate additional variables such as organizational culture, leadership style, job satisfaction, and employee engagement to provide a more comprehensive understanding of the determinants of work effectiveness. These variables may offer further insights into behavioral and psychological factors influencing employee performance. Second, future research is encouraged to apply more advanced analytical methods, such as Structural Equation Modeling (SEM) or Partial Least Squares (PLS), to better capture complex relationships, including mediating and moderating effects among variables. This approach would allow for a more robust and holistic analysis of the interactions between human resource practices and work effectiveness. Third, expanding the research context to different sectors and broader populations is highly recommended. Comparative studies across public and private organizations, as well as across different regions or countries, would enhance the generalizability of the findings. Finally, future studies may

consider using mixed-method approaches by combining quantitative and qualitative data to gain deeper insights into employee perceptions and organizational practices. This would provide a more comprehensive understanding of how compensation, training, and competency development influence work effectiveness in diverse organizational settings.

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