

Effect of Personality Characteristics, Competence, and Quality of Work Life on Employee Performance at PT. Bank Sumut Medan Head Office

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Abstract: All individuals are ranging from subordinates to superiors, who work and become members of the company. Human Resources is one of the critical factors for each company's operations in achieving the company's goals. Based on that, many companies are trying to improve the quality of human resources so that employees can carry out their work activities better and optimally. It is at this stage that the company begins to measure the performance of employees. Employee performance is the result or overall success rate of a person during a specific period in carrying out tasks compared to the standard of work, targets or targets as well as criteria that have been predetermined in advance and mutually agreed upon quality of Work Life on Employee Performance of PT Bank Sumut Medan Head Office. The method used in this research is descriptive analysis method by describing or describing data that has been collected as it is without intending to make conclusions that apply to the public or generalization. Data analysis method used is Multiple Linear Regression using SPSS software. The results showed that simultaneous personality characteristics, competence, and quality of work life had a positive and significant effect on employee performance at PT. Bank Sumut Medan Head Office. Partially, personality characteristics have a positive and significant effect on employee performance at PT. Sumut Bank Medan Head Office, Partially Competency has a positive and significant effect on employee performance at PT. Bank Sumut Medan Head Office, Partially the quality of work life has a positive and significant effect on employee performance at PT. Bank Sumut Bank Medan Head Office.

Keywords: personality characteristics, competence, quality of work life, employee performance

1. INTRODUCTION:

Employee performance is the result or success rate of a person throughout a particular period in carrying out a task compared to the standard of work, targets or targets as well as criteria that have been determined in advance and mutually agreed [1]–[5]. The challenges faced by companies today are grouped into three categories. One of them is the technological challenge, requiring companies to have employees who support the use of new technologies. Success in facing these challenges is an obligation to reach the peak of success. The key to facing these challenges is by having motivated, trained and high-performing employees. Different individual characteristics for each create a different performance contribution to the company. Employees who have good characteristics will make the employee easier to do their work which has an optimal performance for the company. Likewise, on the contrary, employees who have bad characteristics will make it difficult for their work activities to hamper the company's performance targets. How outstanding is the performance of the company so that competency-based employee development is also an effort to be able to improve the company's performance. It is due to the increasing performance of employees on an individual basis; it will automatically improve the performance of human resources as a whole and reflected by the increase in the company's productivity.

In addition to personality characteristics, competence also affects employee performance. A strong foundation is needed to achieve success [6]. One of which is competence, both the competence of employees, leaders, and organizations. It is essential for the employee selection process, performance management, and planning. The rapid progress of modern technology and the increasingly tight business competition in each company so that it requires employees who have competencies that are in line with the company's expectations for the realization of the company's performance targets. For this reason, companies are required to be more selective in choosing human resources capable of showing excellent performance.

Competence produces effective or superior performance [7]. Competence can be interpreted as the behavior shown by those who have a perfect performance, more consistent and productive than those who have an average performance [8]. By evaluating a person's competence, we will be able to predict one's performance. Competence can also be used as the primary criterion for determining one's work. Many companies ignore the competency factor in hiring employees and prioritize emotional factors within the scope of the company itself so that employee competencies needed by the company do not match the performance expected by the company.

Furthermore, performance is also influenced by the quality of work life. It is essential for companies to make employees feel comfortable with their work and work environment so that they can achieve the best performance. Because human resources are very valuable factors, the company is responsible for maintaining the quality of work life and fostering the workforce to be willing to contribute optimally to achieve company goals. The company realizes that employees are an essential asset to the company needs to pay attention to its existence by facilitating the needs of employees at work. Companies need to understand that many employees have had bad experiences with performance management and may even react negatively to a new or unknown system, even though the system will ultimately help them.

By the DSDM Letter No.282 / DSDM-PSDM / L / 2014 dated June 24, 2014, concerning Explanation of Performance Management Assessment Parameters, PT. Bank Sumut explained that the Performance Management assessment process was carried out through several stages namely Performance Planning, Application of Performance Guidance and Performance Assessment. The performance appraisal process is carried out at the beginning of the year with a range of assessments from 1 January to 31 December. Assessment is carried out individually by the leader to employees who are under him. PT. Bank Sumut Medan Head Office employees have been looked good, this is seen from the increase for those who perform well every year. However, there is also a lack of performance which is marked by an increase in employees with sufficient performance and reduced staff with outstanding performance. Therefore, there is a need for improvements made by management so that later all employee performance can increase as expected by the company.

It is necessary to evaluate the performance of the division that does not show improvement to improve service quality. The decrease in employee performance must immediately look for problems considering the importance of factors related to employee performance, especially in banking services companies. The personality characteristics of employees influence the decline in employee performance. PT. Bank Sumut always reminds employees of the importance of implementing a code of ethics. The existence of differences in character among each employee certainly gives a different response to the application of the code of ethics so that violations of the code of ethics arise. It certainly creates competition among employees to get these opportunities. The same opportunity for all employees should be based on competency, so qualified employees can only enjoy that career paths.

2. LITERATURE REVIEW:

A review summary of previous works are presented in the following table:

Table 1. Previous Research

No.	Author and Title	Variable	Method	Result
1.	Ahmad et al. (2015) <i>Hr Professionals' Effectiveness And Competencies: A Perceptual Study In The Banking Sector Of Pakistan</i>	Effectiveness Professional Competence	Pearson Correlation	The analysis shows that HR Professional Competence has a significant high correlation with HR Professional Effectiveness [9].
2.	K'Obonyo (2015) <i>Quality Of Work Life, Personality, Job Satisfaction, Competence, And Job Performance: A Critical Review Of Literatur</i>	1. Quality of life 2. Personality 3. Job Satisfaction 4. Competence 5. Work Performance	Regression analysis	The results show that employees have the right competencies that are important for performance [10].
3.	Saragih, et. al (2017) <i>The Influence of Job Satisfaction towards Employee Performance on the Antecedent of Competencies and Organizational Citizenship Behavior</i>	1. Competence 2. Employee Job Satisfaction 3. Employee Performance	SEM	Job satisfaction affects employee performance and also mediates the influence of competence and OCB on employee performance [11].

4.	Veliu and Manxhari (2017) <i>The Impact Of Managerial Competencies On Business Performance: Sme's In Kosovo</i>	<ol style="list-style-type: none"> 1. Managerial competence 2. Performance 	Regression Analysis	The findings show that managerial competence has a significant effect on performance [12].
5.	Musrih and EC (2013) <i>The Impact of Individual Characteristics and Organization Culture on Performance and Career Development of Employees Case studies Five Star Hotel in Surabaya Indonesia.</i>	<ol style="list-style-type: none"> 1. Individual characteristics 2. Organizational culture 3. Career performance and development 	SEM	Findings Individual characteristics (X1) have a significant effect on performance (Y1). It means that the better the individual characteristics of employees, the higher the performance. In this case, the individual characteristics of each employee are attached to Surabaya's five-star hotels always to improve their performance. Individual characteristics (X1) have a significant effect on employee career development (Y2), which means that individual characteristics are getting better, the higher the employee career development [13].
6.	Asad-ur-rehman, Muhammad Imdad Ullah, Muhammad Abrar ul haq (2015) <i>The Influence of Individual Characteristics on Organization Performance and Job Satisfaction</i>	<ol style="list-style-type: none"> 1. Individual Characteristics 2. Performance 3. Job Satisfaction 	Regression Analysis	Individual characteristics have a positive and significant effect on job performance and satisfaction [14].
7.	Chairul, Purnamie and Ema (2014) <i>Pengaruh Karakteristik Individu, Budaya Organisasi, dan Motivasi Kerja terhadap Kinerja Karyawan Melalui Organizational Citizenship Behavior (OCB) pada Karyawan Bank Indonesia Cabang Jember</i>	<ol style="list-style-type: none"> 1. Individual Characteristics. 2. Organizational Culture. 3. Work Motivation. 4. Performance 5. Organizational Citizenship Behavior (OCB) 	Path Analysis	Individual characteristics have a positive and significant effect on employee performance. Organizational culture has an adverse and insignificant effect on employee performance. Work motivation has a positive and significant effect on employee performance. Individual characteristics have a positive and significant effect on employee performance through OCB. Organizational culture has an adverse and insignificant effect on Employee Performance through OCB, Work Motivation has a positive and significant effect on Employee Performance through OCB [15].
8.	Majumdar (2012) <i>Impact of Quality Work Life on Job Performance: A Case Study On Indian Telecom Sector</i>	<ol style="list-style-type: none"> 1. Quality of Work Life 2. Individual performance 3. Organizational Performance 	Correlation Analysis	Quality of Work Life has a significant effect on employee performance [16].
9.	Dalayeen (2014) <i>A Study on Quality of Work Life among</i>	<ol style="list-style-type: none"> 1. Quality of life of employees 2. Performance 	ANOVA, t-Test, Multiple	Quality of Work Life has a significant effect on performance [17].

	<i>Employees in Cairo Amman Bank</i>		Linear Regression	
10.	Rahayu Pengaruh Kepribadian Dan Pemberdayaan Terhadap Kinerja Melalui Organizational Citizenship Behavior Dengan Modal Sosial Sebagai Variabel Moderating	<ol style="list-style-type: none"> 1. Personality 2. Empowerment 3. Performance 4. Organizational Citizenship Behavior 5. Social Capital 	Multiple regression analysis, t test, R2 test and moderation test	The results showed that personality had a positive and significant effect on employee performance, empowerment had a positive and significant effect on performance [18].

3. METHODOLOGY:

3.1 Variable

Operational variables are definitions expressed regarding specific terms or with specific measurements. Operational definitions are formed by looking for empirical indicators of concepts. The variables examined in this study can be defined in the following table.

Table 1. Operationalization of Research Variables

No.	Variable	Operational Definition	Dimension	Indicator	Scale
1	Personality Characteristics (X1)	Variables at the individual level include the ability and personality of employees at PT. Bank Sumut.	1. Value	<ol style="list-style-type: none"> 1. Satisfactory work 2. Relationship with the work environment 	Likert
			2. Attitude	<ol style="list-style-type: none"> 1. Feelings of work 2. Feelings of work groups 	
			3. Interest	<ol style="list-style-type: none"> 1. A preference for certain ideas 2. Passion in the field 	
2	Competence (X1)	The ability to carry out a work based on skills and knowledge and supported by work attitudes.	1. Knowledge	<ol style="list-style-type: none"> 1. Implementation of knowledge with work 	Likert
			2. Skill	<ol style="list-style-type: none"> 1. Execution of tasks in the presence of skills 2. Job evaluation with capabilities 	
			3. Behavior (Moral)	<ol style="list-style-type: none"> 1. Integrity 2. Work ethics 	
3	Quality of Work Life (X3)	A policy given to each employee of PT Bank Sumut Medan Head Office.	1. Salary	<ol style="list-style-type: none"> 1. Enough with the needs of employees 2. Decent to meet family needs 3. Fair in accordance with working conditions 	Likert
			2. The Work itself	<ol style="list-style-type: none"> 1. Attract according to employee expectations 2. Challenging 	
			3. Job Promotion	<ol style="list-style-type: none"> 1. Fair by not differentiating 	

				2. Transparent in assigning assignments 3. Objective assessment in	
4	Employee performance	As the level of achievement of Performance Management (MK) obtained by employees on the target of the Bank Sumut Medan Head Office through its operational activities.	1. Quantity	1. The target you want to achieve 2. Timely at work	Likert
			2. Quality	1. Accuracy in work 2. Don't repeat mistakes 3. Neatness in work	

3.2 Validity and Reliability Test

3.2.1 Validity Test

The results of the validity test of the variables of personality characteristics, competence, quality of work life and employee performance can be seen in the following table.

Table 2. Validity test of Personality Characteristics variable

No.	Statement	R _{count}	R _{table}	Result
1	I am proud to work at PT. Bank Sumut	0.607	0.30	Valid
2	Every day I carry out work responsibly to get satisfying rewards	0.651	0.30	Valid
3	I am known to the public as an employee of PT. Bank Sumut	0.670	0.30	Valid
4	I am very concerned about social activities	0.499	0.30	Valid
5	In my neighborhood, I have strong cooperation with youth organizations	0.626	0.30	Valid
6	I have an attitude that is in accordance with the work carried out and organizational expectations	0.543	0.30	Valid
7	I think work can be done only when the mood is happy	0.720	0.30	Valid
8	I am disturbed by the rules	0.741	0.30	Valid
9	I have an open attitude so that I can work with anyone in a team / group	0.511	0.30	Valid
10	I help new employees adapt to the company	0.747	0.30	Valid
11	I don't like being watched when working	0.582	0.30	Valid
12	I like the field of work that suits my education	0.500	0.30	Valid
13	I master all the jobs in my field	0.697	0.30	Valid
14	My boss rarely gives me assignments	0.574	0.30	Valid
15	Work is only given to employees who are young	0.623	0.30	Valid
16	I am very happy with the work now	0.513	0.30	Valid
17	I want that what I am doing now can advance the organization	0.529	0.30	Valid

Table 2 explains that the results of the instrument testing of personality characteristics variables have a value of $r\text{-count} > r\text{-table}$ (0.30). Thus, it can be concluded that all instrument statements from the variable personality characteristics are valid so that they can be used in research.

Table 3. Validity test of Competence variable

No.	Statement	R _{count}	R _{table}	Result
1	I understand the basic concepts related to my work well	0.817	0.30	Valid
2	When a problem occurs, I can solve the problem with the knowledge I have	0.863	0.30	Valid
3	Educational background makes me a good example for fellow coworkers	0.751	0.30	Valid

4	The formal education that I have is very helpful for me in carrying out various tasks	0.849	0.30	Valid
5	I am able to convey ideas or ideas both orally and in writing	0.837	0.30	Valid
6	The material provided in the training facilitates me in doing daily work	0.801	0.30	Valid
7	The method used in the training program makes it easier for me to understand the training materials	0.840	0.30	Valid
8	The various knowledge that I have determines my career path towards a better direction	0.825	0.30	Valid
9	Training evaluation can help me become more trained in work	0.862	0.30	Valid
10	After participating in the training, the evaluation that I obtained can improve the knowledge, abilities and skills in carrying out the work	0.849	0.30	Valid
11	I can comply with all the rules that apply in the company	0.525	0.30	Valid
12	I immediately refused to cheat at work	0.826	0.30	Valid
13	In my work, including diligent employees	0.677	0.30	Valid
14	I was able to analyze information and data relating to my field of work, so that the problems that arise can be overcome immediately	0.725	0.30	Valid
15	Family dignity will be crossed out if I cheat to work	0.764	0.30	Valid

Table 3 explains that the results of testing instruments. Competency variables have a value of $r\text{-count} > r\text{-table}$ (0.30). Thus it can be concluded that all statement instruments from the Competency variable are valid so that they can be used in the research..

Table 4. Validity test of Quality of Work Life variable

No.	Statement	R _{count}	R _{table}	Result
1	The company's payroll system applied makes me satisfied.	0.563	0.30	Valid
2	Pay cuts don't worry me	0.582	0.30	Valid
3	The company's payroll system is in accordance with the provisions of the Act	0.762	0.30	Valid
4	The salary calculation has been adjusted to the workload	0.698	0.30	Valid
5	The salary I received motivated me to improve the quality of my work	0.709	0.30	Valid
6	Salary calculation so far will not affect my work pattern	0.760	0.30	Valid
7	Working hours are applied in accordance with the Act	0.783	0.30	Valid
8	I am proud of the work I do	0.548	0.30	Valid
9	The job set by the company matches my expertise	0.579	0.30	Valid
10	Most employees want to show achievement in every job	0.701	0.30	Valid
11	I was able to complete every task from my boss on time	0.756	0.30	Valid
12	I was able to be appointed as executive officer if my employer was unable to attend	0.714	0.30	Valid
13	I was given the opportunity to be promoted to a position	0.683	0.30	Valid
14	I can achieve a career path provided by an optimistic company	0.799	0.30	Valid
15	I am always given assignments by superiors	0.731	0.30	Valid
16	The assignment is only given to those close to the boss	0.636	0.30	Valid
17	The boss knows the knowledge, skills, expertise that I have	0.593	0.30	Valid
18	Promotional opportunities are only available for employees who have knowledge, skills, expertise	0.805	0.30	Valid

Table 4 explains that the results of quality of work life variable have a value of $r\text{-count} > r\text{-table}$ (0.30). Thus it can be concluded that all instruments of a statement from variables Quality of work life is valid so that it can be used in research.

Table 5. Validity test of Employee Performance variable

No.	Statement	R _{count}	R _{table}	Result
1	I run a work target set by the company full of calculations	0.520	0.30	Valid
2	I am already quite comfortable with my current achievements	0.450	0.30	Valid
3	I always work with the team to meet the target	0.620	0.30	Valid
4	I can apply my discipline to completing work	0.482	0.30	Valid
5	I always try to get the job done faster than planned	0.519	0.30	Valid
6	The company paid special attention to my performance	0.445	0.30	Valid
7	With the expertise I have, I can minimize errors in work	0.594	0.30	Valid
8	My ability to carry out work is in accordance with the demands of the organization	0.529	0.30	Valid
9	I rarely make mistakes when working	0.437	0.30	Valid
10	I always double-check the work before being handed over to the boss	0.516	0.30	Valid
11	I do the job accurately	0.689	0.30	Valid
12	I do the work carefully as expected	0.714	0.30	Valid

Table 5 explains that the result of employee performance variable has a value of r-count > r-table (0.30). Thus it can be concluded that all instrument statements from employee performance variables are valid so that they can be used in research.

3.2.2 Reliability Test

Reliability testing is done after testing the validity. It is done on the questions that become valid instrument benchmarks. The concept of reliability testing is the result of a measurement that can be trusted. A questionnaire is said to be reliable or reliable if the respondent's answer to a question is consistent or stable over time. Reliability test uses Cronbach's Alpha method with coefficients ranging from 0 to 1. The test criteria used in the reliability test are if the Cronbach Alpha value is higher than 0.60 ($\alpha > 0.60$). The Cronbach Alpha calculation equation used is:

$$\alpha = \frac{K r_1}{K + (K - 1)r}$$

Reliability test results can be seen in the following table.

Table 6. Reliability test

Variable	Cronbach's Alpha	Result
Personality characteristics	0,755	Reliable
Competence	0.772	Reliable
Quality of work life	0.761	Reliable
Employee performance	0.747	Reliable

4. RESULT AND DISCUSSION:

4.1 Characteristics of Personality Affect Positive and Significant on Employee Performance

The results of hypothesis testing show that Personality Characteristics have a positive and significant effect on employee performance. Partially Personality Characteristics have a positive and significant effect on employee performance at PT. Bank Sumut Medan Head Office. That stress is a condition of tension that affects emotions, a way of thinking and one's physical condition. Personality Characteristics of each employee shapes employee behavior which influences motivating, initiating, performing, and actualizing employee career, but in addition to Personality Characteristics, each employee matters that can affect employee behavior not only from within the employee but also from the environment work.

The results of the answers of the majority respondents answered agree and strongly agree that they are proud to work at PT. Bank Sumut, every day carrying out their work with full responsibility to get satisfactory rewards, the community is very familiar with the company where they work, the company cares for social activities, the company

establishes cooperation strong towards the service and youth organizations, has an attitude that is appropriate to the work carried out and organizational expectations, work can be completed only when the mood is happy, disturbed by the rules, has an open attitude so that it can work with anyone in a team/group, help new employees adapt to the company, do not like to be watched while working, like the field of work that is appropriate with education, master all the jobs that exist, employers rarely give assignments, jobs are only given to employees who are young, very happy with the job now this and want that what is done now can advance the organization.

4.2 Competence Has a Positive and Significant Influence on Employee Performance

The results of the answers of the majority of respondents answered agree and strongly agreed that understanding the basic concepts related to the job well, when a problem occurs, can solve the problem with the knowledge they possess, the educational background makes an excellent example for colleagues, formal education owned is very helpful in carrying out various tasks, able to convey ideas or ideas both orally and in writing, the material provided in training facilitates the daily work, the methods used in training and training make it easier to understand the training materials, the various knowledge possessed determines the journey career towards better, evaluation of education and training can help become more trained and skilled in work, after attending the training, evaluation can increase knowledge, ability and skills in carrying out the work, can comply with all the rules that apply the nature of the company, immediately refuses to cheat in the work, in working including diligent employees who are able to analyze information and data relating to the field of work, so that the problems that arise can be immediately overcome, the dignity of the family will be crossed out when cheating on work.

4.3 Quality of Work Life Has a Positive and Significant Effect on Employee Performance

The results of the answers of the majority respondents answered agree and strongly agreed that the company's payroll system applied to be satisfied. Salary given does not make life worries, salary deductions do not make worry, the company payroll system in accordance with the provisions of the Act, the calculation of salaries have been adjusted to workload, salary received motivates to improve the quality of work, the salary calculation so far will not affect work patterns, working hours are applied in accordance with the Law, proud of the work done. Work set by the company according to expertise, most employees want to show achievement in every job, able to complete every task from their supervisor on time, be able to be appointed as executive officer if the employer is unable to attend, given the opportunity to be promoted to a position, career path provided by an optimistic company can be achieved, always given assignments by superiors, the division of tasks is only given to those close to superiors, superiors know their knowledge, skills, expertise, promotion opportunities are only available for employees who have knowledge, skills and expertise.

4.4 Personality Characteristics, Competence and Quality of Work Life Together Have a Positive and Significant Effect on Employee Performance

Performance is a real behavior that is displayed by everyone as work performance produced by employees by their role in the company. Employee performance is a significant thing in the company's efforts to achieve its goals. Work performance is the work quality and quantity achieved by an employee in carrying out his duties by the responsibilities given to him. HR Professional Competencies have a significantly high correlation with HR Professional Effectiveness. The better the individual characteristics of employees, the higher the performance.

5. CONCLUSION:

Based on the results of the research and discussion in the previous chapter, it can be concluded that partially the Personality Characteristics have a positive and significant effect on Employee Performance at PT. Bank Sumut Medan Head Office. Competence has a positive and significant effect on Employee Performance at PT. Bank Sumut Medan Head Office. Quality of Work Life has a positive and significant effect on Employee Performance at PT. Bank Sumut Medan Head Office. Simultaneously, the characteristics of personality, competence, and quality of work life have a positive and significant effect on employee performance at PT. Bank Sumut Medan Head Office. Adjusted R Square values Personality Characteristics, Competence, and Quality of Work Life can explain variations of employee performance by 79.5%, and other variables outside of the variables influence the remaining 21.5% studied such as the application of career paths that are in accordance with the provisions, application punish and non-selective rewards, upholding corporate culture and other variables that cannot be mentioned.

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