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The Effect of Compensation and Competence on the Performance of the Sales and Marketing Team at Collins Boulevard Apartments in South Tangerang

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A B S T R A C T

This study aims to analyze the effect of compensation and competence on sales marketing performance at Collins Boulevard Apartment, South Tangerang. Using a quantitative approach with multiple linear regression analysis, data were collected from 79 sales marketing personnel through Likert scale questionnaires and analyzed using SPSS Version 25. The study was conducted during the 2024 academic period. Results indicate that compensation and competence both partially and simultaneously have a positive and significant effect on sales marketing performance. The coefficient of determination (R^2 = 0.822) shows that 82.2% of performance variation is explained by both variables, with competence being the more dominant factor. These findings suggest that organizations should prioritize competence development alongside competitive compensation to enhance sales marketing performance.

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INTRODUCTION

The property industry plays a crucial role in contributing to national economic growth. Following the easing of the Covid-19 pandemic, property investment in the Asia-Pacific region recorded growth of 21% throughout 2021 (Rogelj & Bogataj, 2020). In Indonesia, the property sector's contribution to Gross Domestic Product (GDP) rose from 12.8% in 2022 to 13.6% in 2023, with Real Estate Indonesia (REI) contributing 15% of total GDP in 2023, of which 8.7% came from middle-to-upper segment apartment sales growth (Lembaga Manajemen Aset Negara, 2024). Despite this positive momentum, the vertical residential segment continues to face significant challenges in improving business performance, particularly in managing human resource quality as the primary driver of sales achievement (Cahya & Ramadhan, 2022).

Collins Boulevard Apartment in South Tangerang, operating in the middle-to-upper segment with annual sales exceeding IDR 230 billion, experienced a concerning decline in sales performance despite the broader market recovery. As shown in Table 1, total sales fluctuated significantly over the 2022–2024 period: increasing 8.70% from IDR 230 billion (2022) to IDR 250 billion (2023), before sharply declining 6.80% to IDR 233 billion (2024). This decline was most severe in Team Collins 4 (–13.43%), Team Collins 3 (–9.23%), and Team Collins 1 (–6.67%), while only Team Collins 2 maintained positive growth (+3.45%).

Table 1. Sales of Collins Boulevard Apartment South Tangerang, 2022–2024

No	Team	2022 (IDR)	2023 (IDR)	2024 (IDR)
1	Collins 1	53,000,000,000	60,000,000,000	56,000,000,000
2	Collins 2	57,000,000,000	58,000,000,000	60,000,000,000
3	Collins 3	62,000,000,000	65,000,000,000	59,000,000,000
4	Collins 4	54,000,000,000	67,000,000,000	58,000,000,000
Total		**230,000,000,000**	**250,000,000,000**	**233,000,000,000**

Source: Annual Report of Collins Boulevard Apartment, 2024

This decline occurred amid a growing market, indicating internal issues within human resource management, particularly among the sales marketing team as the frontline of the company's revenue generation. According to Silaen et al. (2021), sales marketing personnel play a strategic role in attracting customers, promoting products, and ensuring sales targets are met (Jennyfer & Suyuthie, 2024). An internal assessment conducted in December 2024 revealed critical gaps across all performance dimensions: only 32% of sales marketing personnel achieved their monthly targets, compensation satisfaction stood at merely 32%, turnover rate surged from 14% in 2023 to 35% in 2024, and competence scores across all six dimensions — knowledge, understanding, skills, values, attitude, and interest — fell significantly below the 70–80% standard threshold, compounded by a training frequency of only twice per year against an industry standard of six sessions annually.

These findings are consistent with existing studies identifying compensation and competence as key determinants of employee performance (Setiawan et al., 2023; Febrianto & Wajdi, 2024). However, contradictory results have also been reported: Sulastri (2020) found that compensation did not significantly affect employee performance, while Tambingon et al. (2019) found no significant effect of competence on performance. These inconsistencies highlight a research gap that warrants further investigation. Furthermore, no prior study has specifically examined this phenomenon in the apartment property industry using Nisa's (2023) five-dimensional compensation framework — basic salary, commission, allowances, incentives, and facilities — alongside Gordon's competence framework as cited in Basori et al. (2017), covering six dimensions: knowledge, understanding, skills, values, attitude, and interest.

This study therefore aims to analyze the effect of compensation and competence — both partially and simultaneously — on the performance of sales marketing personnel at Collins Boulevard Apartment, South Tangerang, with the goal of providing empirical evidence to support strategic management decisions in improving sales team performance through structured compensation reform and competence development.

LITERATURE REVIEW

Compensation

Compensation is one of the essential functions in human resource management, defined as all forms of financial payments and tangible benefits received by employees as part of the employment relationship (Susan, 2019). Sastrohardiwiryo in Dwianto et al. (2019) describes compensation as rewards provided by the organization to employees in exchange for their contributions of effort and thought toward achieving organizational goals. The fundamental principle of compensation is fairness and adequacy — fair in the sense of being proportional to work performance, and adequate in meeting employees' basic needs in accordance with government minimum wage regulations.

Nisa (2023) identifies five indicators used to measure compensation: (1) basic salary, as the fundamental monetary reward given periodically to employees; (2) sales commission, as an instrument to enhance job satisfaction and retain employees; (3) allowances, as additional compensation given as appreciation for employees' specific contributions; (4) incentives, as additional financial rewards given to employees who exceed established performance standards; and (5) facilities, encompassing various supporting means provided by the organization to support employee performance. These five indicators complement each other in forming a comprehensive compensation system capable of motivating employees to deliver their best performance.

Prior studies support the positive relationship between compensation and employee performance. Andriani & Mirdan (2021) found that compensation has a positive and significant effect on employee performance, as adequate compensation motivates employees to maintain and improve their work quality. Jennyfer & Suyuthie (2024) similarly confirmed that compensation positively and significantly affects the performance of sales marketing personnel in the hospitality sector, with a t-statistic value of 2.660 exceeding the t-table of 1.66. Yulandri & Onsardi (2020) further demonstrated that compensation significantly affects employee performance with a correlation coefficient of $R = 0.823$. However, a contradictory finding was reported by Sari et al. (2020), who found that compensation does not partially exert a significant effect on employee

performance, suggesting that other contextual factors may moderate this relationship. Based on these arguments, the following hypothesis is proposed:
H1: Compensation has a positive and significant effect on sales marketing performance at Collins Boulevard Apartment, South Tangerang.

Competence

Competence is defined as the ability to perform a job or task grounded in skills and knowledge, supported by the work attitudes demanded by the position (Wibowo in Basori et al., 2017). Mulang (2023) further explain that competence consists of five key characteristics: motive, traits, self-concept, knowledge, and skills. Mulang (2023) emphasize that competence is one of the determining factors for individuals in producing good performance and for organizations in achieving their objectives.

Gordon in Basori et al. (2017) identifies six dimensions as indicators of employee competence: (1) knowledge, referring to the depth of information possessed in a specific field; (2) understanding, referring to the ability to interpret and apply information in a specific context; (3) skills, referring to the ability to perform physical and mental tasks; (4) values, referring to behavioral standards that have been internalized psychologically; (5) attitude, referring to feelings or reactions toward external stimuli; and (6) interest, referring to an individual's tendency to engage in certain activities. These six dimensions are interdependent and must be evaluated comprehensively to accurately reflect an employee's competence level.

Existing research consistently demonstrates the positive effect of competence on employee performance. Krisnawati & Bagia (2021) found that work competence has a positive and significant effect on employee performance with an R^2 value of 48.6% and a t-value of 5.146 exceeding the t-table of 2.048. Mulang (2023) confirmed that competence positively affects employee performance with an R^2 of 0.694. Irmayanti et al. (2020) further showed that competence positively and significantly affects employee performance, and that competence and organizational culture together positively influence performance. In contrast, Tambingon et al. (2019) found no significant effect of competence on employee performance at PT Coco Prima Lelema Indonesia, indicating that organizational context may play a moderating role. Based on these arguments, the following hypothesis is proposed:
H2: Competence has a positive and significant effect on sales marketing performance at Collins Boulevard Apartment, South Tangerang.

Employee Performance

Performance is defined as work results and work behavior achieved in completing tasks and responsibilities within a specific period of time (Sihab, 2023). Dwianto et al. (2019) emphasizes that performance must be measurable both qualitatively and quantitatively, in alignment with the responsibilities held by the employee. Setiawan et al. (2023) view employee performance as a manifestation of achievement encompassing three integral components: the setting of specific targets, a timeframe for achievement, and the realization of efficiency and effectiveness.

Hasibuan (2019) proposes five indicators for measuring performance: (1) quality, measured from the employee's perception of the quality of work produced and the perfection of tasks in relation to their skills and abilities; (2) quantity, referring to the amount of output produced, expressed in units or activity cycles completed; (3) initiative, reflected in the number of new ideas or solutions proposed by employees; (4) cooperation, assessed from the level of participation in teams and the ability to work collaboratively; and (5) responsibility, representing the employee's obligation to carry out tasks assigned by the organization.

Widodo & Yandi (2022) confirmed through a literature review that competence, compensation, and motivation all have relationships with and influence on employee performance. Mulyadi & Pancasasti (2021) demonstrated that motivation and organizational culture both positively and significantly affect employee performance. Based on these arguments, the simultaneous effect of compensation and competence on performance is hypothesized as follows:
H3: Compensation and competence simultaneously have a positive and significant effect on sales marketing performance at Collins Boulevard Apartment, South Tangerang.

Conceptual Framework

Based on the theoretical review and hypotheses developed above, the conceptual framework of this study is presented in Figure 1.

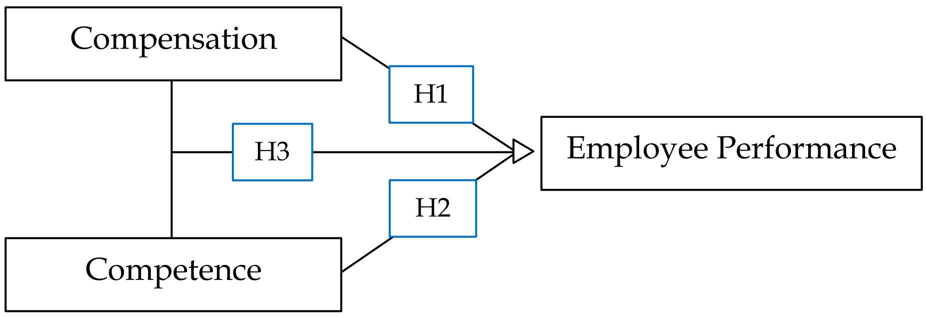

Figure 1. Conceptual Framework

(Edited by the author, 2025)

METHODOLOGY

This study employs a quantitative research approach with an associative design, aimed at examining the effect of compensation and competence on sales marketing performance. Data were collected through structured Likert scale questionnaires distributed to all 79 sales marketing personnel at Collins Boulevard Apartment, South Tangerang, using a census method in which the entire population served as the sample. The research was conducted from February to December 2025 at Collins Boulevard Apartment, Jl. MH. Thamrin No. 17, Serpong Utara, South Tangerang, Banten.

Instrument quality was verified through validity and reliability tests. Validity was assessed by comparing r-count against r-table, where an item is considered valid if r-count > r-table (0.1864). Reliability was measured using Cronbach's Alpha, with a minimum threshold of 0.60. All items passed both tests, confirming the instruments were valid and reliable for use in this study. Prior to hypothesis testing, classical assumption tests were conducted, including normality (Kolmogorov-Smirnov test and P-P Plot), multicollinearity (Tolerance and VIF values), autocorrelation (Durbin-Watson test), and heteroscedasticity (Glejser test and scatter plot). These tests ensured that the regression model met the required statistical assumptions.

Data analysis was conducted using SPSS Version 25, employing the following techniques: (1) descriptive analysis to describe the characteristics of each variable using a Likert scale interval ranging from 1.00–1.79 (very poor) to 4.20–5.00 (very good); (2) simple and multiple linear regression analysis to examine the partial and simultaneous effects of compensation (X_1) and competence (X_2) on performance (Y), expressed as $Y = a + b_1X_1 + b_2X_2 + \varepsilon$; (3) Pearson product-moment correlation analysis to measure the strength and direction of relationships between variables; (4) coefficient of determination (R^2) to measure the proportion of performance variation explained by compensation and competence; (5) partial t-test to examine the individual effect of each independent variable at a significance level of $\alpha = 0.05$; and (6) simultaneous F-test to examine the combined effect of both independent variables on performance.

RESEARCH RESULT

Respondent Profile

Data were collected from all 79 sales marketing personnel at Collins Boulevard Apartment via Google Form questionnaire, achieving a 100% response rate. The demographic profile is summarized in Table 2.

Table 2. Respondent Characteristics (n = 79)

Characteristic	Category	Frequency	Percentage
Gender	Male	39	49.4%
	Female	40	50.6%
Age	< 20 years	2	2.5%
	20–25 years	17	21.5%
	25–30 years	39	49.4%
	30–35 years	19	24.1%
	> 35 years	2	2.5%
Education	Senior High School	15	19.0%
	Diploma (D3)	18	22.8%
	Bachelor (S1)	46	58.2%
Tenure	< 1 year	23	29.1%
	1–2 years	24	30.4%
	2–3 years	15	19.0%
	3–4 years	12	15.2%
	4–5 years	3	3.8%
	> 5 years	2	2.5%

Source: Processed data, 2025

Most respondents were aged 25–30 years (49.4%), held a bachelor's degree (58.2%), and had been employed for less than two years (59.5%). The high proportion of short-tenure employees corroborates the elevated turnover rate (35%) identified in the preliminary data, reinforcing the relevance of examining compensation and competence as performance determinants.

Descriptive Analysis

Respondents' perceptions of all three variables were measured using a five-point Likert scale and interpreted using an interval scale where scores of 4.20–5.00 indicate "Very Good." Table 3 presents a summary of mean scores per variable.

Table 3. Summary of Descriptive Analysis Results

Variable	Dimension	Mean Score	Category
Compensation (X_1)	Basic Salary	4.18–4.70	Good – Very Good
	Sales Commission	4.52–4.65	50.6%
	Allowances	4.51	Very Good
	Incentives	4.59–4.61	Very Good
	Facilities	4.61–4.65	Very Good
Competence (X_2)	Knowledge	4.47–4.61	Very Good
	Understanding	4.49–4.52	Very Good
	Skills	4.51–4.61	Very Good
	Values	4.61–4.62	Very Good
	Attitude	4.68–4.71	Very Good
	Interest	4.66	Very Good
Performance (Y)	Quality	4.56–4.59	Very Good
	Quantity	4.37–4.46	Very Good
	Initiative	4.66	Very Good
	Teamwork	4.68–4.71	Very Good
	Responsibility	4.70–4.73	Very Good

Source: Processed data, 2025

All dimensions across the three variables were rated in the "Very Good" category, with the lowest score recorded for "basic salary competitiveness compared to other property companies" (mean = 4.18) under compensation, and "quantity of units sold consistently meeting targets" (mean = 4.37) under performance. These relatively lower scores highlight areas requiring continued management attention.

Instrument Testing

Table 4. Validity and Reliability Test Results

Variable	r-count Range	r-table	Validity	Cronbach's Alpha	threshold	Reliability
Compensation (X_1)	0.387–0.762	0.1864	All Valid	0.860	0.600	Reliable
Competence (X_2)	0.631–0.842	0.1864	All Valid	0.937	0.600	Reliable
Performance (Y)	0.625–0.821	0.1864	All Valid	0.925	0.600	Reliable

Source: Processed data, 2025

All 36 statement items across the three variables produced r-count values exceeding r-table (0.1864), confirming their validity. All Cronbach's Alpha values exceeded the 0.60 threshold, confirming reliable instruments. Therefore, all items are deemed suitable and eligible to be used as measurement instruments for further statistical analysis in this study.

Classical Assumption Tests

Classical assumption tests were conducted using SPSS version 25 to ensure the regression model is free from statistical distortions. Results are summarized as follows.

Table 5. Classical Assumption Test Results

Test	Output	Result	Conclusion
Normality (K-S Residual)	Asymp. Sig. (0.200)	> 0.05	Normally distributed
Multicollinearity	Tolerance = 0.559; VIF = 1.789	Tolerance > 0.1; VIF < 10	No multicollinearity
Autocorrelation (Durbin-Watson)	DW = 1.773	Within range 1.550–2.460	No autocorrelation
Heteroscedasticity (Glejser)	Sig. X_1 = 0.462; Sig. X_2 = 0.084	Both > 0.05	No heteroscedasticity

Source: Processed data, 2025

Although the initial Kolmogorov-Smirnov test on raw variable scores indicated non-normal distribution (Sig. = 0.000), the subsequent non-parametric test on unstandardized residuals yielded Asymp. Sig. = 0.200 > 0.05, confirming normality of residuals as required for regression. Heteroscedasticity was additionally confirmed visually through a Scatter Plot, where residuals dispersed randomly around the zero line with no discernible pattern. All assumptions were satisfied, confirming the model's validity for further regression analysis.

Regression Analysis

Multiple linear regression was conducted to examine the simultaneous and partial effects of compensation and competence on sales marketing performance. Based on the Coefficients output, the following regression equation was obtained:

$$Y = 5.466 + 0.273X_1 + 0.636X_2 \tag{1}$$

Table 6. Multiple Linear Regression Coefficients

Coefficients[a]

Model		Unstandardized Coefficients B	Std. *Error*	Standardized Coefficients Beta	t	Sig.
1	(Constant)	5.466	2.879		1.898	.061
	Kompensasi	.273	.068	.260	4.013	.000
	Kompetensi	.636	.058	.713	11.025	.000

a. Dependent Variable: Kinerja

Source: Processed data, 2025

The constant value of 5.466 represents the baseline performance level when both predictors are held at zero. Compensation (B = 0.273) and competence (B = 0.636) both positively influence performance, with competence exhibiting a considerably stronger effect as further confirmed by its standardized beta coefficient (β = 0.713) relative to compensation (β = 0.260).

Hypothesis Testing

t-test (partial test)

Table 7. Partial Test Results (t-test)

Coefficients[a]						
Model		Unstandardized Coefficients B	Std. *Error*	Standardized Coefficients Beta	t	Sig.
1	(Constant)	5.466	2.879		1.898	.061
	Kompensasi	.273	.068	.260	4.013	.000
	Kompetensi	.636	.058	.713	11.025	.000
a. Dependent Variable: Kinerja						

Source: Processed data, 2025

H1 : Effect of Compensation on Sales Marketing Performance

Based on the partial test (t-test) results, compensation yielded t-count = 4.013 > t-table = 1.665 with Sig. = 0.000 < 0.05, thus H1 is accepted. This indicates that compensation partially has a positive and significant effect on sales marketing performance. The unstandardized regression coefficient of 0.273 (β = 0.260) indicates that every one-unit increase in compensation leads to a 0.273-unit improvement in performance, assuming other variables remain constant. This finding is consistent with Andriani & Mirdan (2021), who confirmed that competitive compensation, encompassing salary, commission, incentives, and allowances, motivates employees to maintain and improve their performance. When employees perceive their compensation as fair and adequate, they tend to demonstrate higher commitment and productivity in achieving sales targets.

H2 : Effect of Competence on Sales Marketing Performance

The partial test (t-test) for competence yielded t-count = 11.025 > t-table = 1.665 with Sig. = 0.000 < 0.05, thus H2 is accepted. This confirms that competence partially has a positive and significant effect on sales marketing performance. The unstandardized regression coefficient of 0.636, more than double that of compensation, alongside a standardized beta of 0.713, confirms that competence is the more dominant performance driver in this model. Sales marketing personnel with high competence across all six dimensions, namely knowledge, understanding, skills, values, attitude, and interest, are better equipped to understand buyer needs, deliver compelling product presentations, conduct effective negotiations, and close transactions successfully. This aligns with Krisnawati & Bagia (2021), who found that competence has a positive and significant effect on employee performance (t = 5.146 > t-table = 2.048).

F-test (simultaneous test)

Table 8. Simultaneous Test Results (F-test)

ANOVA[a]						
Model		Sum of *Squares*	df	Mean *Square*	F	Sig.
1	Regression	1870.673	2	935.337	175.653	.000[b]
	Residual	404.694	76	5.325		
	Total	2275.367	78			

a. Dependent Variable: Kinerja

b. Predictors: (Constant), Kompetensi, Kompensasi

Source: Processed data, 2025

H3 : Simultaneous Effect of Compensation and Competence on Sales Marketing Performance

The simultaneous test (F-test) produced F-count = 175.653 > F-table = 3.12 with Sig. = 0.000 < 0.05, thus H3 is accepted. This confirms that compensation and competence simultaneously have a positive and significant effect on sales marketing performance. The synergistic effect suggests that compensation provides extrinsic motivation through financial satisfaction, while competence provides the capability and confidence to execute tasks effectively. When both are present simultaneously, sales marketing personnel not only possess high motivation but also the necessary skills to consistently achieve performance targets. Although competence contributes more dominantly ($B = 0.636$; $\beta = 0.713$), organizations must not neglect compensation ($B = 0.273$; $\beta = 0.260$), as both factors are mutually reinforcing in driving optimal and sustainable sales performance. This supports Widodo & Yandi (2022), who confirmed that compensation and competence both positively and simultaneously influence employee performance.

Coefficient of Determination (R^2)

Table 9. Coefficient of Determination Results (R^2)

Model Summary[b]					
Model	R	R *Square*	Adjusted R *Square*	Std. *Error* of the Estimate	*Durbin-Watson*
1	.907[a]	.822	.817	2.308	1.773

a. Predictors: (Constant), Kompetensi, Kompensasi

b. Dependent Variable: Kinerja

Source: Processed data, 2025

The coefficient of determination yielded $R^2 = 0.822$, indicating that 82.2% of the variation in sales marketing performance is jointly explained by compensation and competence. The remaining 17.8% is attributable to other factors outside this model, such as work motivation, organizational culture, and leadership style. This high explanatory power confirms the practical significance of the dual-factor approach and validates the theoretical framework applied in this study.

DISCUSSION

The Effect of Compensation on Sales Marketing Performance

The findings confirm that compensation positively and significantly influences the performance of sales marketing personnel at Collins Boulevard Apartment. Grounded in Maslow's Hierarchy of Needs, this result reflects the principle that financial rewards, encompassing salary, commission, allowances, incentives, and facilities, must adequately fulfill employees' basic needs before higher-order motivation can emerge. In commission-driven roles such as property sales, compensation structures directly shape work engagement and transactional performance. This is evidenced by the 35% annual turnover rate observed prior to this study, suggesting that compensation inadequacy had been a contributing factor to workforce instability.

These findings align with Andriani & Mirdan (2021) and Widodo & Yandi (2022), both of whom established compensation as a significant predictor of employee performance in service industries. Descriptively, respondents rated all compensation dimensions as "Very Good," with facilities and incentives receiving the highest scores. However, the comparatively lower rating for basic salary competitiveness relative to peer property firms represents a vulnerability that management should address through systematic benchmarking, as uncompetitive base pay risks undermining motivation and accelerating attrition over time.

The Effect of Competence on Sales Marketing Performance

Competence emerged as the most dominant predictor of sales marketing performance, surpassing compensation in both magnitude and explanatory power. Unlike compensation, which operates through extrinsic motivation, competence directly determines the quality of task execution. The six dimensions examined, namely knowledge, understanding, skills, values, attitude, and interest, collectively enable employees to understand product specifications, communicate persuasively, manage client objections, and guide buyers toward purchase decisions. The attitude dimension received the highest mean score, reflecting a strong professional orientation that is particularly critical in high-value property transactions requiring sustained client trust.

This finding is consistent with Spencer & Spencer's (1993) competence model and supported by Krisnawati & Bagia (2021), who argued that employee performance is fundamentally bounded by individual competence, meaning financial incentives alone cannot compensate for capability deficits. In property sales, where transaction complexity and unit values are high, a continuously developed and well-rounded competence profile is indispensable for achieving consistent performance targets.

The Simultaneous Effect of Compensation and Competence on Sales Marketing Performance

When examined jointly, compensation and competence explain the substantial majority of performance variation, confirming their complementary and mutually reinforcing nature. Compensation functions as an extrinsic enabler that fulfills economic needs and signals organizational recognition, while competence functions as an intrinsic capability that determines execution quality. When both are simultaneously strong, a multiplicative effect emerges: motivated and capable employees are able to consistently convert effort into measurable results. Conversely, deficiency in either dimension constrains overall performance, as a competent but under-compensated employee risks disengagement, while a well-compensated but under-skilled employee will struggle to meet targets.

This synergistic framework aligns with Widodo & Yandi (2022) human capital theory, which posits that organizational performance is a function of investment in both employee financial welfare and professional development. The high explanatory power of the combined model underscores the practical value of this dual-factor approach. Accordingly, management at Collins Boulevard Apartment is advised to implement an integrated HR strategy, benchmarking compensation against industry standards while simultaneously investing in structured training programs focused on product knowledge, negotiation skills, and client relationship management, to reduce turnover, elevate individual performance, and strengthen competitive positioning in the South Tangerang property market.

CONCLUSIONS AND RECOMMENDATIONS

This study analyzed the effect of compensation and competence on sales marketing performance at Collins Boulevard Apartment, South Tangerang, using 79 respondents and SPSS 25. The results show that:

First, compensation has a positive and significant partial effect on performance ($t = 4.013 > 1.665$; Sig. < 0.05) with a coefficient of 0.273, indicating that better compensation—such as salary, commissions, bonuses, and allowances—enhances motivation and performance. Second, competence also has a positive and significant partial effect ($t = 11.025 > 1.665$; Sig. < 0.05) with a coefficient of 0.636, making it the dominant factor. This highlights the importance of product knowledge, communication, negotiation skills, and professional attitude in achieving sales success. Third, compensation and competence simultaneously have a significant effect on performance ($F = 175.653 > 3.12$; Sig. < 0.05), with $R^2 = 0.822$, meaning 82.2% of performance variation is explained by both variables. The regression equation $Y = 5.466 + 0.273X_1 + 0.636X_2$ confirms that combining competitive compensation and strong competence development effectively improves performance.

Based on these findings, several recommendations are proposed. Management should improve salary competitiveness through regular benchmarking to reduce turnover risk. Competence development, particularly in legal knowledge, should be strengthened through training, mentoring, and standardized guidelines. Additionally, to improve sales quantity, management should set realistic targets, optimize multi-channel marketing, and implement customer referral programs.

ADVANCED RESEARCH

This study has several limitations. It focuses on a single company, limiting generalizability. Only two variables were examined, leaving 17.8% of performance unexplained by other factors such as motivation, leadership, and organizational culture. The cross-sectional design does not capture changes over time, and self-reported data may introduce bias. The relatively small sample size may also limit broader applicability. Future research should involve multiple companies across different regions, include additional variables, and apply longitudinal and mixed-method approaches to provide deeper and more comprehensive insights.

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