

## ABSTRAK

Penelitian ini bertujuan untuk menganalisis pengaruh kompetensi, kompensasi, lingkungan kerja, dan keterampilan komunikasi terhadap kinerja karyawan di Kantor Badan Pengawas Pemilihan Umum (Bawaslu) Provinsi Sumatera Utara. Penelitian ini menggunakan pendekatan kuantitatif dengan jenis penelitian asosiatif kausal. Populasi mencakup seluruh karyawan Bawaslu Provinsi Sumatera Utara yang berjumlah 64 orang, dengan sampel sebanyak 40 responden yang dipilih menggunakan teknik *simple random sampling* berdasarkan rumus Slovin. Data dikumpulkan melalui kuesioner dengan skala Likert dan dianalisis menggunakan regresi linear berganda dengan bantuan SPSS. Hasil penelitian menunjukkan bahwa secara parsial, kompetensi berpengaruh positif dan signifikan terhadap kinerja karyawan ( $t_{hitung} = 2,365 > t_{tabel} = 2,028$ ); kompensasi berpengaruh positif dan signifikan ( $t_{hitung} = 2,237$ ); lingkungan kerja berpengaruh paling dominan ( $t_{hitung} = 5,530$ ); dan keterampilan komunikasi berpengaruh signifikan ( $t_{hitung} = 2,167$ ). Secara simultan, keempat variabel tersebut berpengaruh positif dan signifikan terhadap kinerja karyawan dengan  $F_{hitung} = 35,081 > F_{tabel} = 2,866$  (sig. 0,000). Koefisien determinasi *Adjusted R Square* sebesar 0,778 menunjukkan bahwa keempat variabel bebas mampu menjelaskan 77,8% variasi kinerja karyawan, sedangkan sisanya sebesar 22,2% dipengaruhi oleh faktor lain di luar model. Penelitian ini merekomendasikan agar pimpinan Bawaslu Provinsi Sumatera Utara meningkatkan kompetensi SDM secara berkelanjutan, meninjau sistem kompensasi agar lebih adil, memprioritaskan perbaikan lingkungan kerja, serta mendorong pelatihan keterampilan komunikasi yang terstruktur.

**Kata Kunci:** *Kompetensi, Kompensasi, Lingkungan Kerja, Keterampilan Komunikasi, Kinerja Karyawan*

## ABSTRACT

This study aims to analyze the influence of competence, compensation, work environment, and communication skills on employee performance at the General Election Supervisory Agency (Bawaslu) of North Sumatra Province. A quantitative approach with a causal-associative research design was employed. The population comprised all 64 employees of Bawaslu North Sumatra Province, with a sample of 40 respondents selected through *simple random sampling* using the Slovin formula. Data were collected via Likert-scale questionnaires and analyzed through multiple linear regression using SPSS. The findings indicate that partially, competence has a positive and significant effect on employee performance ( $t_{\text{count}} = 2.365 > t_{\text{table}} = 2.028$ ); compensation has a positive and significant effect ( $t_{\text{count}} = 2.237$ ); work environment is the most dominant variable ( $t_{\text{count}} = 5.530$ ); and communication skills have a significant effect ( $t_{\text{count}} = 2.167$ ). Simultaneously, all four variables positively and significantly affect employee performance, with  $F_{\text{count}} = 35.081 > F_{\text{table}} = 2.866$  (sig. 0.000). The *Adjusted R Square* value of 0.778 indicates that the four independent variables explain 77.8% of the variance in employee performance, while the remaining 22.2% is attributed to other factors outside the model. This study recommends that Bawaslu North Sumatra continuously enhance human resource competencies, review the compensation system for greater fairness, prioritize improvements to the work environment, and promote structured communication skills training programs.

**Keywords:** *Competence, Compensation, Work Environment, Communication Skills, Employee Performance*