

The Influence of Motivation, Work Environment, Competence on Job Satisfaction and Job Performance

Inez Angelina* & Yohana F. Cahya Palupi Meilani

Universitas Pelita Harapan, Jalan M.H. Thamrin Boulevard No.1100, Kelapa Dua, Tangerang Regency, 15811, Indonesia

Abstract

This research aims to determine the influence of motivation, work environment, competency on job satisfaction and work performance. In this research, data was obtained by distributing questionnaires to 84 respondents to obtain research data related to Motivation, Work Environment, Competence, Work Performance, Job Satisfaction. This process begins with assumptions or hypotheses which are then continued by research to obtain new theories. This paradigm has become the origin of quantitative research where the truth of an event is based on validly measurable reality. The results of this research are to provide a deeper understanding of the factors that influence job satisfaction and work performance, providing a basis for companies to design management policies and strategies aimed at increasing motivation, creating a supportive work environment, and increasing employee competence. The practical implication of this research is that companies can increase employee productivity and welfare by focusing on developing motivation, improving the work environment, and increasing competence through training and development.

Keywords: Job Satisfaction, Work Performance, Work Environment Motivation, Competence.

1. Introduction

In the work environment, it is important to create a conducive atmosphere for employees so that they can work well. One issue that often arises is work stress. Work stress can occur due to excessive pressure, tight deadlines, or unrealistic demands. Work stress can have a negative impact on employees' mental and physical health, as well as reduce their productivity. Therefore, it is important for companies to maintain a balance between workload and employee abilities so that they can work more effectively.

Motivation is also important in improving employee performance. Motivated employees tend to have high enthusiasm for work, are more dedicated, and have a high sense of responsibility for their work. Therefore, companies need to create an atmosphere that can motivate employees, such as providing awards or incentives, providing opportunities for self-development, and listening to input from employees.

Furthermore, employee competency is also an important factor in improving performance. Employees who have good competence in their field can work more efficiently and effectively. Therefore, companies need to carry out regular competency assessments, provide training and development, and create opportunities for employees to continue to improve their competencies.

Employee performance is also an important aspect in the work environment. Employee performance can be measured by the extent to which they achieve the targets set by the company. It is important for companies to provide regular feedback to employees regarding their performance, as well as provide support and guidance so that employees can improve their performance.

Overall, a good work environment is an environment that can reduce work stress levels, motivate employees, develop competence, and improve employee performance. By creating a conducive work environment, companies can achieve their goals and employees can feel satisfied with their work.

* Corresponding author.

E-mail address: inezangelinaa@gmail.com

High work performance is a competitive advantage for every company. The work performance of these employees is very dependent on high human resources as well as good attitudes and morals (Siswandi & Lestari, 2021). Employees who have high work morale will have good work performance. Passion for work can be seen from motivation. An employee who has motivation will be able to fulfill his duties and work well with motivation and also encourage employees to achieve their goals better. Motivation is a person's enthusiasm for carrying out work activities according to standards or even exceeding limits (Siswandi & Lestari, 2021). Motivation can encourage employees to carry out their duties optimally, so that employee performance can be reflected (Amri et al., 2021).

PT. XYZ is a national private company engaged in Human Resource Management Outsourcing Services. PT. XYZ is one of the largest outsourcing companies in Indonesia. PT. XYZ is also the first outsourcing company founded in Indonesia, and has spread throughout Indonesia. Founded by experienced professionals who have broad knowledge and competition in the field of Outsourcing Services and Management Consultants. Outsourcing or outsourcing is the process of transferring labor responsibilities from the parent company to another company outside the parent company. Companies outside the parent company can be vendors, cooperatives or other agencies regulated by a certain agreement. Outsourcing in labor regulations can only cover workers in supporting processes (non-core business units) or in practice all lines of work can be transferred as outsourcing units. By having a common basis of idealism in developing dozens of years of experience in managing outsourcing services and human resources. Supported by professionals who are experienced in their fields, individuals who are trained, educated and have high dedication and always fulfill commitments to satisfaction for service users. The key to success in managing Human Resources services lies in the Employee Recruitment System. With an Employee Recruitment System that has been tested, good and true, you will get an employee who is ready to use or the right man in the right place and job.

Alanizan's (2023) research shows that motivation influences work productivity. (Vanesa et al., 2019) found that PT Jasa Staff Marga (Persero) Tbk and Medan become less productive if they are not motivated. Compensation is one of the factors that influences employee work productivity besides motivation factors. Everyone who does work definitely expects input from them on the results of the work they have done. The importance of providing rewards for employee work performance, including compensation, to maintain their trust and loyalty to the organization. (Salam et al., (2022) believe that adequate compensation can also help workers feel appreciated for their contribution to the business. Employee work productivity is also influenced by training. Olaniyan and Ojo (2018) argue that training is very important because it can increase output and work quality. , skills, knowledge, job satisfaction and employee attitudes. According to Simamora (2014), training is a company's systematic effort to improve all the knowledge, abilities and attitudes of its employees through a learning process so that they can carry out the responsibilities and functions of their position.

Employees who receive practical training will be more motivated to increase their output at work. Employees will be more productive at work if they can participate in training effectively and apply the skills, skills and knowledge they learn. According to Pawastri (2018), based on research, training influences employee productivity at work. Businesses need to ensure that their staff are happy and increase productivity. According to (Apriliyantini et al., 2016), if employees perceive their job satisfaction to be higher because it is in line with their expectations, this will be reflected in how they behave at work. Based on research from (Pawastri et al., 2018), employee productivity is influenced by employee happiness. Apart from that, research (Mohammad et al., 2019) produced similar findings, namely that worker productivity is influenced by employee satisfaction. Based on theory, empirical facts and the results of previous researchers, a more in-depth study is needed to analyze the influence of work discipline, motivation, job satisfaction and work environment on the performance of out source employees at PT. XYZ in Jakarta.

2. Literature Review

2.1. Human Resource Management

HR management is something that includes the development, use and protection of human resources, both those in work relationships and those who are self-employed (Basir Bhartos, 2012). Human Resource Management (HRM) is a strategic approach to managing human resources in an organization. HRM aims to maximize employee contributions to organizational goals through effective and efficient programs. Firstly, HRM involves the process of recruiting and selecting appropriate employees. In recruitment, companies must be able to attract prospective employees who are qualified and in accordance with the needs of the organization. The selection process must ensure that the selected employees have skills and competencies that are relevant to the work to be carried out. Apart from that, HRM also includes employee development through continuous training and education. By providing proper

training, companies can improve employees' skills and knowledge, so they can do their jobs better. Second, HRM also involves managing employee performance. This includes setting performance goals, measuring performance, and constructive feedback to employees. By managing employee performance well, companies can ensure that each employee works with optimal levels of productivity. HRM also involves managing compensation and benefits for employees. Fair and competitive compensation can motivate employees to perform better and retain them in the organization. Third, HRM also involves employee relations management. This includes fostering good relationships between management and employees, as well as between fellow employees. Good management must be able to listen to employee input and concerns, and provide appropriate solutions. In addition, companies must create an inclusive and collaborative organizational culture, where every employee feels valued and recognized. Fourth, HRM also involves discipline management and work termination. In this case, the company must have clear policies and procedures regarding employee discipline, including appropriate sanctions for rule violations. If an employee does not meet expectations or repeatedly violates organizational policies, the company must be able to terminate the employee's employment with fair and legal action. Fifth, HRM also involves change management. In a business world that continues to develop, companies must be ready to face changes and adapt to the changing business environment. Effective change management involves good communication to employees, their involvement in the decision-making process, and the support and training necessary to cope with the change.

In the current digital era, HRM also involves the use of information technology in managing human resources. Companies can use human resource management systems (HRMS) to automate processes such as recruiting, performance management, and payroll. By using information technology, companies can increase efficiency and accuracy in human resource management.

Overall, Human Resource Management is a strategic approach to managing human resources within an organization. In HRM, companies must be able to recruit and select the right employees, develop their skills, manage performance, manage compensation and benefits, build good employee relations, manage discipline and work termination, manage change, and use information technology. In an era that continues to change, companies must be able to adapt and manage human resources well to achieve organizational goals.

2.2. Variable Construct Concept

2.2.1. Motivational Variables

Motivation is a process that encourages or influences someone to get or achieve what they want, both positively and negatively (Munandar, 2008). Motivation will provide changes to a person that arise as a result of feelings, soul and emotions so that it encourages them to take action because of these needs, desires and goals.

2.2.2. Work Environment Variables

According to Anam (2018), the work environment is something that surrounds employees so that it influences someone to feel safe, comfortable and satisfied in carrying out and completing the work given by their superiors. Afandi (2018), the work environment is around employees who can influence and carry out the work assigned.

2.2.3. Discipline Variables

Discipline is a person's behavior in accordance with existing rules, work procedures or discipline is attitudes, behavior and actions that comply with organizational rules, both written and unwritten. Good discipline reflects the amount of responsibility a person has for the tasks assigned to him. This encourages passion, work enthusiasm and the realization of company goals. Discipline will reflect strength, because usually someone who is successful in their work is those who have high discipline (Ginting, 2018).

2.2.4. Competence

According to Agustian et al., (2018) explain that competence is the ability to carry out or carry out a job or task that is based on skills and knowledge and is supported by the work attitude required by the job. Sutrisno & Zuhri (2019) define competency as an ability based on skills and knowledge which is supported by work attitudes and their application in carrying out tasks and work in the workplace which refers to the specified work requirements.

2.2.5. Job satisfaction

According to Afandi (2018) job satisfaction is a positive attitude from workers including feelings and behavior towards their work through assessing one's work as a sense of appreciation in achieving one of the important work values. Indicators for measuring job satisfaction according to Sudaryo et al., (2018) are absenteeism or absenteeism, desire to move, employee performance, co-workers and employee work comfort. Afandi, (2018) indicators of job satisfaction include work, wages, promotions, supervisors and co-workers.

2.3. Hypothesis Development

Based on the problems that already exist in the background and equipped with previous research, a hypothesis can be prepared for this research. A hypothesis is a temporary statement regarding the alleged influence between the variables in the proposed research model. The relationship between the variables in this research will be proven in empirical tests using certain statistical methods (Bougie & Sekaran, 2020).

2.3.1. The influence between motivation and job satisfaction

Job satisfaction can also be influenced by work motivation variables. This has been proven by Parimita et al (2018) and Paendong et al. (2019) research shows that work motivation can have a positive and significant effect on employee job satisfaction. Paendong, et al. (2019) explained that by providing adequate motivation to employees, employees can enjoy their work and employees can feel satisfied with what they do.

2.3.2. The influence between the work environment and job satisfaction

Paendong et al (2019) said that not only can it help employees fulfill their obligations and work productively, but a good work environment provides a sense of security and comfort for employees, which ultimately provides a sense of satisfaction. This is in accordance with Sitinjak (2018) and Sidarta & Nawawi (2022) showing that the work environment can have a positive impact on employee job satisfaction.

2.3.3. The influence between work discipline and job satisfaction

Another variable that can influence job satisfaction is the work discipline variable. Apart from that, the level of discipline also plays an important role in influencing performance, because without the support of good work discipline, it is difficult for an organization to realize its goals. Discipline is the key to an organization's success in achieving its goals.

2.3.4. The influence of job satisfaction as a mediator of the relationship between competence and work performance

Based on the research results of Rastana et al. (2021), in their research stated that the physical work environment and work discipline have a positive and significant effect on the performance of employees at the Regional Financial Agency in Tabanan Regency. Then, the results of Prasetyo & Marlina's (2019) research show that work discipline and job satisfaction have a significant influence on employee performance. As well as the results of research by Erwansyah et al. (2018), that competency and work discipline have a significant effect on employee performance at PT Bank Negara Indonesia (Persero) Tbk Muara Teweh Branch Office, North Barito Regency.

3. Research Method

This research uses a positivism paradigm which believes that science is the only thing that is valid. This process begins with assumptions or hypotheses which are then continued by research to obtain new theories. This paradigm has become the origin of quantitative research where the truth of an event is based on validly measurable reality (Kaushik & Walsh, 2019).

The object of this research is to examine and analyze the influence of motivation, work environment, discipline, competence on work performance which is mediated by job satisfaction. The independent variables in this research are motivation (M), work environment (LK), discipline (D), and competence (K). while the dependent variable in this research is work performance (KK) and the mediating variable in this research is job satisfaction (KK)

The research subject is something that is the center of attention of a study (Bougie & Sekaran, 2020). The research subjects used in this research were outsourced employees who worked at the XYZ company, West Jakarta to determine work performance factors at the company. The mandatory criteria that respondents in this study need to

fulfill are outsourced employees who have worked for 2 years at XYZ Company, West Jakarta and are willing to be respondents. With these criteria, respondents are deemed to understand and be able to answer the questions asked in the questionnaire.

4. Results and Discussions

4.1. Results

This research aims to determine the influence of motivation, work environment, competency on job satisfaction and work performance. In this research, data was obtained by distributing questionnaires to 84 respondents to obtain research data related to Motivation, Work Environment, Competence, Work Performance, Job Satisfaction.

The research data that has been collected is then analyzed descriptively and quantitatively. Descriptive analysis was carried out with the help of the Microsoft Excel program to determine the description of Motivation, Work Environment, Competence, Work Performance and Job Satisfaction, while quantitative analysis was carried out using the PLS (Partial Least Square) method and using the SmartPLS 3.0 tool to determine the influence of Motivation, Work Environment, Competence on Job Satisfaction and Job Performance.

4.1.1. Descriptive Analysis of Variable Questions

Descriptive data displays a general description of respondents' answers to questions or statements contained in the questionnaire and respondents' responses. Based on the results of responses from 84 respondents regarding research variables, the researcher will describe in detail the respondents' answers which are grouped into descriptive statistics. Submitting an empirical description of the data used in research in a descriptive statistical manner is by using average values, minimum values and maximum values. Through this description, it will be known to what extent the respondent's perception of the variables that are indicators in the research. In the following, the author will provide a more comprehensive picture of the description of the questionnaire answers received as follows:

Table 1.Description of Motivational Variable Questionnaire Question Results (X1)

Indicator	Respondent's Answer					Total	Average
	STS	T.S	K.S	S	SS		
X1.1	4	6	25	18	31	84	3.79
X1.2	4	7	12	25	36	84	3.98
X1.3	4	6	15	24	35	84	3.95
X1.4	8	7	19	22	28	84	3.65
X1.5	4	12	20	28	20	84	3.57
X1.6	7	10	24	16	27	84	3.55
X1.7	5	8	19	22	30	84	3.76
X1.8	4	15	12	23	30	84	3.71
Total	40	71	146	178	237	672	
Percentage	5.95%	10.57%	21.73%	26.49%	35.27%	100%	3.75

Based on table 1 above, it shows that the questionnaire statement in the Motivation indicator variable (X1) consists of 8 indicators, with 5.95% stating they strongly disagree, 10.57% stating they disagree, 21.73% stating they disagree, 26.49 % agreed, and 35.27% strongly agreed. The average in this statement is 3.75, it can be seen that **X1.2** has the highest mean of 3.98, and X1.6 has the lowest average of 3.55.

Table 2.Description of Work Environment Variable Questionnaire Question Results (X2)

Indicator	Respondent's Answer					Total	Average
	STS	T.S	K.S	S	SS		
X2.1	6	8	17	32	21	84	3.64
X2.2	4	11	25	30	14	84	3.46

X2.3	5	6	24	40	9	84	3.50
X2.4	3	6	27	36	12	84	3.57
X2.5	6	9	22	33	14	84	3.48
X2.6	5	9	23	31	16	84	3.52
X2.7	7	6	11	37	23	84	3.75
X2.8	3	7	15	35	24	84	3.83
Total	39	62	164	274	133	672	3.60
Percentage	5.80%	9.23%	24.40%	40.77%	19.79%	100%	

Based on table 2 above, it shows that the questionnaire statement in the Work Environment indicator variable (X2) consists of 8 indicators, with 5.8% saying they strongly disagree, 9.23% saying they disagree, 24.4% saying they disagree, 40, 77% agreed, and 19.79% strongly agreed. The average in this statement is 3.6, it can be seen that **X2.8** has the highest mean of 3.83, and X2.2 has the lowest average of 3.46.

Table 3.Description of Competency Variable Questionnaire Question Results (X3)

Indicator	Respondent's Answer					Total	Average
	STS	T.S	K.S	S	SS		
X3.1	4	10	21	24	25	84	3.67
X3.2	5	9	21	20	29	84	3.70
X3.3	5	9	21	22	27	84	3.68
X3.4	8	11	17	24	24	84	3.54
X3.5	4	13	17	27	23	84	3.62
X3.6	9	15	15	17	28	84	3.48
X3.7	7	7	11	26	33	84	3.85
X3.8	5	12	15	24	28	84	3.69
X3.9	3	11	18	20	32	84	3.80
X3.10	5	5	16	23	35	84	3.93
Total	55	102	172	227	284	840	3.69
Percentage	6.55%	12.14%	20.48%	27.02%	33.81%	100%	

Based on table 3 above, it shows that the questionnaire statement in the Competency indicator variable (X3) consists of 10 indicators, with 6.55% stating they strongly disagree, 12.14% stating they disagree, 20.48% stating they disagree, 27.02 % said they agreed, and 33.81% said they strongly agreed. The average in this statement is 3.69, it can be seen that **X3.10** has the highest mean of 3.93, and X3.6 has the lowest average of 3.48.

Table 4.Description of Job Satisfaction Variable Questionnaire Question Results (Z)

Indicator	Respondent's Answer					Total	Average
	STS	T.S	RR	S	SS		
Z.1	4	9	15	23	33	84	3.86
Z.2	2	11	22	19	30	84	3.76
Z.3	6	11	22	26	19	84	3.49
Z.4	5	6	32	24	17	84	3.50
Z.5	5	4	22	29	24	84	3.75
Z.6	4	6	18	26	30	84	3.86
Z.7	3	8	20	22	31	84	3.83
Z.8	6	9	19	26	24	84	3.63
Z.9	3	8	20	27	26	84	3.77
Total	38	72	190	222	234	756	3.72
Percentage	5.03%	9.52%	25.13%	29.37%	30.95%	100%	

Based on table 4 above, it shows that the questionnaire statement in the indicator variable Job Satisfaction (Z) consists of 9 indicators, with 5.03% stating they strongly disagree, 9.52% stating they disagree, 25.13% stating they

disagree, 29, 37% said they agreed, and 30.95% said they strongly agreed. The average in this statement is 3.72, it can be seen that **Z.6** has the highest mean of 3.86, and **Z.3** has the lowest mean of 3.49.

Table 5.Description of Job Performance Variable Questionnaire Question Results (Y)

Indicator	Respondent's Answer					Total	Average
	STS	T.S	RR	S	SS		
Y.1	3	3	29	27	22	84	3.74
Y.2	0	7	26	23	28	84	3.86
Y.3	2	7	20	27	28	84	3.86
Y.4	4	5	20	21	34	84	3.90
Y.5	1	9	16	28	30	84	3.92
Y.6	2	7	18	28	29	84	3.89
Y.7	4	6	23	22	29	84	3.79
Total	16	44	152	176	200	588	
Percentage	2.72%	7.48%	25.85%	29.93%	34.01%	100%	3.85

Based on table 5 above, it shows that the questionnaire statement in the Work Performance indicator variable (Y) consists of 7 9 indicators, with 2.72% stating they strongly disagree, 7.48% stating they disagree, 25.85% stating they disagree, 29, 93% agreed, and 34.01% strongly agreed. The average in this statement is 3.85, it can be seen that **Y.5** has the highest mean of 3.92, and **Y.1** has the lowest average of 3.74.

4.1.2. Direct Influence

a. *There is a significant influence of motivation (X1) on job satisfaction (Z)*

Based on table 4.13, it is known that the t statistics value is 2.207 which is greater than the t value of 1.96, and the P-Values value = 0.028 which is smaller than $\alpha = 0.05$, meaning that H_a is accepted, namely that there is an influence from the Motivation variable (X1) on Job Satisfaction (Z). The coefficient value is positive, namely 0.227, meaning that the Motivation variable (X1) has a positive effect or increases the Job Satisfaction variable (Z) by 22.7%. Thus, the hypothesis H1 in this study which states that “Motivation (X1) has a significant effect on Job Satisfaction (Z)” is accepted.

b. *There is a significant influence of the work environment (X2) on job satisfaction (Z)*

Based on table 4.13, it is known that the t statistics value is 4.266 which is greater than the value of $t = 1.96$, and the P-Values value = 0.001 which is smaller than $\alpha = 0.05$, meaning that H_a is accepted, namely that there is an influence from the Work Environment variable (X2) on Job Satisfaction (Z). The coefficient value is positive, namely 0.228, meaning that the Work Environment variable (X2) has a positive effect or increases the Job Satisfaction variable (Z) by 22.8%. Thus, the hypothesis H2 in this study which states that “Work Environment (X2) has a significant effect on Job Satisfaction (Z)” is accepted.

c. *There is a significant influence of Competency (X3) on Job Satisfaction (Z)*

Based on table 4.13, it is known that the t statistics value is 5.448 which is greater than the t value of 1.96, and the P-Values value = 0.000 which is smaller than $\alpha = 0.05$, meaning that H_a is accepted, namely that there is an influence of the Competency variable (X3) on Job Satisfaction (Z). The coefficient value is positive, namely 0.527, meaning that the Competency variable (X3) has a positive effect or increases the Job Satisfaction variable (Z) by 52.7%. Thus, the hypothesis H3 in this study which states that “Competence (X3) has a significant effect on Job Satisfaction (Z)” is accepted.

d. *There is significant Job Satisfaction (Z) on Job Performance (Y)*

Based on table 4.13, it is known that the t statistics value is 26.115 which is greater than the t value of 1.96, and the P-Values value = 0.000 which is smaller than $\alpha = 0.05$, meaning that H_a is accepted, namely that there is an influence from the Job Satisfaction (Z) variable. on Work Performance (Y). The coefficient value is positive, namely 0.846, meaning that the Job Satisfaction variable (Z) has a positive effect or increases the Work Performance variable (Y) by

84.6%. Thus, hypothesis H4 in this study which states that “Job Satisfaction (Z) has a significant effect on Job Performance (Y)” is accepted.

4.1.3. Indirect Influence

a. *There is a significant influence of motivation (X1) on work performance (Y) through the variable Job Satisfaction (Z)*

Based on table 4.14, it is known that the t statistics value is 2.190 which is greater than the t table value = 1.96, and the P-Values value = 0.029 which is smaller than $\alpha = 0.05$, meaning that H_a is accepted, namely that there is an influence from the Motivation variable (X1) on Job Performance (Y) through the Job Satisfaction variable (Z). The coefficient value is positive, namely 0.192, meaning that the Job Satisfaction variable (Z) has a positive influence or increases the influence of the Motivation variable (X1) on the Job Performance variable (Y) by 19.2%. Thus, hypothesis H5 in this study which states that “Motivation (X1) has a significant effect on Job Performance (Y) through the Job Satisfaction variable (Z)” is accepted.

b. *There is a significant influence of the work environment (X2) on work performance (Y) through the variable Job Satisfaction (Z)*

Based on table 4.14, it is known that the t statistics value is 3.292 which is greater than the t table value = 1.96, and the P-Values value = 0.001 which is smaller than $\alpha = 0.05$, meaning that H_a is accepted, namely that there is an influence from the Work Environment variable (X2) on Job Performance (Y) through the Job Satisfaction variable (Z). The coefficient value is positive, namely 0.193, meaning that the Job Satisfaction variable (Z) has a positive influence or increases the influence of the Work Environment variable (X2) on the Work Performance variable (Y) by 19.3%. Thus, hypothesis H6 in this study which states that “Work Environment (X2) has a significant effect on Work Performance (Y) through the Job Satisfaction variable (Z)” is accepted.

c. *There is a significant influence of Competency (X3) on Job Performance (Y) through the variable Job Satisfaction (Z)*

Based on table 4.14, it is known that the t statistics value is 5.097 which is greater than the t table value = 1.96, and the P-Values value = 0.000 which is smaller than $\alpha = 0.05$, meaning that H_a is accepted, namely that there is an influence from the Competency variable (X3) on Job Performance (Y) through the Job Satisfaction variable (Z). The coefficient value is positive, namely 0.446, meaning that the Job Satisfaction variable (Z) has a positive influence or increases the influence of the Competency variable (X3) on the Job Performance variable (Y) by 44.6%. Thus, hypothesis H7 in this study which states that “Competence (X3) has a significant effect on Job Performance (Y) through the Job Satisfaction variable (Z)” is accepted.

4.2. Discussion

4.2.1. Direct Influence

a. *The Influence of Motivation on Job Satisfaction*

Based on the research results, it was found that there is a significant influence between motivation (X1) and job satisfaction (Z). The t-statistic value is 2.207, which is greater than the t-value of 1.96, and the P-Values value is 0.028, which is smaller than $\alpha = 0.05$. This shows that the hypothesis H1 in this research, which states that “Motivation (X1) has a significant effect on Job Satisfaction (Z)”, can be accepted. In addition, the coefficient value of 0.227 indicates that the motivation variable (X1) has a positive influence or increases job satisfaction (Z) by 22.7%.

b. *The Influence of the Work Environment on Job Satisfaction*

The research results also show that there is a significant influence between the work environment (X2) and job satisfaction (Z). Based on table 4.13, the t-statistic value is 4.266, which is greater than the t-value of 1.96, and the P-Values value is 0.001, which is smaller than $\alpha = 0.05$. Therefore, hypothesis H2 in this study, which states that “Work Environment (X2) has a significant effect on Job Satisfaction (Z)”, can be accepted. In addition, the coefficient value of 0.228 indicates that the work environment variable (X2) has a positive influence or increases job satisfaction (Z) by 22.8%.

c. The Influence of Competency on Job Satisfaction

The research also found that there is a significant influence between competence (X3) and job satisfaction (Z). Based on table 4.13, the t-statistic value is 5.448, which is greater than the t-value of 1.96, and the P-Values value is 0.000, which is greater. smaller than $\alpha = 0.05$. Therefore, hypothesis H3 in this study, which states that “Competency (X3) has a significant effect on Job Satisfaction (Z)”, can be accepted. In addition, the coefficient value of 0.527 indicates that the competency variable (X3) has a positive influence or increases job satisfaction (Z) by 52.7%.

d. The Effect of Job Satisfaction on Job Performance

The research results show that there is a significant influence between job satisfaction (Z) and work performance (Y). Based on table 4.13, the t-statistic value is 26.115, which is greater than the t-value of 1.96, and the P-Values value is 0.000, which is smaller than $\alpha = 0.05$. This shows that hypothesis H4 in this research, which states that “Job Satisfaction (Z) has a significant effect on Job Performance (Y)”, can be accepted. Apart from that, the coefficient value of 0.846 shows that the job satisfaction variable (Z) has a positive influence or increases work performance (Y) by 84.6%.

Thus, the research results show that motivation, work environment, competence, and job satisfaction have a significant influence on job satisfaction and job performance.

4.2.2. Indirect Influence

First, there is a significant influence between motivation (X1) and work performance (Y) through the job satisfaction variable (Z). This is supported by the t-statistic value of 2.190 which is greater than the t-table value = 1.96, and the P-Values value = 0.029 which is smaller than $\alpha = 0.05$. In addition, the coefficient value of 0.192 indicates that the job satisfaction variable (Z) has a positive influence or increases the influence of the motivation variable (X1) on the work performance variable (Y) by 19.2%. Therefore, hypothesis H5 which states that “Motivation (X1) has a significant effect on Job Performance (Y) through the Job Satisfaction variable (Z)” is accepted.

Second, there is a significant influence between the work environment (X2) and work performance (Y) through the job satisfaction variable (Z). This can be seen from the t-statistic value of 3.292 which is greater than the t-table value = 1.96, and the P-Values value = 0.001 which is smaller than $\alpha = 0.05$. In addition, the coefficient value of 0.193 indicates that the job satisfaction variable (Z) has a positive influence or increases the influence of the work environment variable (X2) on the work performance variable (Y) by 19.3%. Thus, hypothesis H6 which states that “Work Environment (X2) has a significant effect on Job Performance (Y) through the Job Satisfaction variable (Z)” is accepted.

Third, there is a significant influence between competence (X3) and work performance (Y) through the variable job satisfaction (Z). This can be seen from the t-statistic value of 5.097 which is greater than the t-table value = 1.96, and the P-Values value = 0.000 which is smaller than $\alpha = 0.05$. In addition, the coefficient value of 0.446 indicates that the job satisfaction variable (Z) has a positive influence or increases the influence of the competency variable (X3) on the work performance variable (Y) by 44.6%. Therefore, hypothesis H7 which states that “Competency (X3) has a significant effect on Job Performance (Y) through the Job Satisfaction variable (Z)” is accepted.

5. Conclusion

Based on the results of research entitled “The Influence of Motivation, Work Environment, Competence on Job Satisfaction and Job Performance,” it can be concluded that factors such as motivation, work environment and competency have a significant influence on employee job satisfaction and work performance.

Motivation is proven to play a key role in increasing job satisfaction, which in turn can influence job performance. A conducive work environment has also proven to be an important factor in creating high job satisfaction. Meanwhile, employee competency levels also make a positive contribution to job satisfaction and work performance, indicating that increasing skills and knowledge can improve employee well-being and their work results.

This research provides a deeper understanding of the factors that influence job satisfaction and job performance, providing a basis for companies to design management policies and strategies aimed at increasing motivation, creating a supportive work environment, and increasing employee competence. The practical implication of this research is

that companies can increase employee productivity and welfare by focusing on developing motivation, improving the work environment, and increasing competence through training and development.

Acknowledgements

Thank you to all who contributed to this research, especially the resource persons and supervisors so that this research was completed

References

- Afandi, P. (2018). *Human Resource Management (Theory, Concepts and Indicators)*. Riau: Zanafa Publishing.
- Agustian, Poernomo, & Puspitaningtyas. (2018). The Influence of Competency and Organizational Commitment on Employee Performance. *Dian Ilmu Scientific Magazine*, 17(2).
- Alanzia. (20223). THE EFFECT OF COMPENSATION ON EMPLOYEE PERFORMANCE WITH JOB SATISFACTION AS A MEDIATION VARIABLE IN MANUFACTURING COMPANIES. *Trisakti Economic Journal*, 3(2).
- Amri, K., J. Siswanto and F. Roshayanti. (2021). Potential Management of Siamese Oranges (*Citrus Reticulatae*) as a Sustainability Based Learning Resource (Case Study of Tebas District). *Journal of Islamic Teacher Training and Education*, 1(1): 77-85.
- Anam, C., & Zuardi, L.R. (2018). Analysis of Liquidity Ratios, Solvency Ratios, and Operational Costs on Corporate Income Tax Payable (Mining Sector on BEI 2011-2016). *Margin Eco*, 2(1), 43–68.
- Anindyka S, D., Pratomo, D., & Kurnia. (2018). The Effect of Leverage (DAR), Capital Intensity and Inventory Intensity on Tax Avoidance (Study of Food and Beverage Companies on the Indonesian Stock Exchange (BEI) 2011-2015). *e-Proceedings of Management*, 5(1), 713–719.
- Bhartos, B. (2012). *Archives Management*. Jakarta: Bumi Literacy
- Ega, A. L. P. (2016). The Effect of Training and Job Satisfaction on the Work Productivity of Production Department Employees. *E-journal of Bisma Ganesha University of Education*, 4.
- Erwansyah, M., Sulastini, H., & Hereyanto. (2018). The Influence of Competency, Work Discipline and Work Environment on Employee Performance (Survey at PT. Bank Negara Indonesia (Persero) Tbk Muara Teweh Branch Office, North Barito Regency). *Business and Development*, 7(1)
- Ginting, N. B. (2018). The Influence of Work Discipline and Communication on Employee Performance at PT. Sekar Mulia Abadi Medan. *AJIE*, 3(2).
- Greetings, (2022). The biochar-improved growth-characteristics of corn (*Zea mays L.*) in a 22-years old heavy-metal contaminated tropical soil. *IOP Conference Series: Earth and Environmental Science*, 1034, 012045
- Kaushik, V., & Walsh, C. A. (2019). Pragmatism as a Research Paradigm and Its Implications for Social Work Research. *Social Sciences*, 8, 1-17. <https://doi.org/10.3390/socsci8090255>
- Munandar, A. S. (2008). *Industrial and Organizational Psychology*. University of Indonesia Publishers (UI-Press).
- Olaniyan & Ojo. (2018). Training and Employee Performance in Microfinance Institutions of North-Kivu in the Democratic Republic of Congo. *Open Journal of Business and Management*, 10(1).
- Paendong, J. (2019). The Influence of Leadership Style, Work Environment and Motivation on Employee Job Satisfaction at PT Astra Daihatsu Pasar Minggu Branch. *Management Journal*, 15(2).
- Paramita, W. (2018). The Influence of Work Motivation and compensation on Job Satisfaction among PT employees. Tridaya Eramina Bahari. *Indonesian Science Management Research Journal (JRMSI)*, 9(1).
- Pawastri, N., Istiatin, & Kustiah, E. (2018). The Influence of Training, Rewards, and Job Satisfaction on Employee Work Productivity at PT Kusumahadi Santosa Karanganyar. *Journal of Management and Finance*, 7(3).

- Prasetyo, E.T., & Marlina, P. (2019). The Influence of Work Discipline and Job Satisfaction on Employee Performance. *Journal of Business and Management Inspiration*, 3(1), 21. <https://doi.org/10.33603/jibm.v3i1.2080>
- Rastana, I.M.S., Mahayasa, I.G.A., & Premayani, N.W.W. (2021). The Influence of the Physical Work Environment and Work Discipline on Employee Performance at the Regional Financial Agency in Tabanan Regency. *Widya Amrita: Journal of Management, Entrepreneurship and Tourism*, 1(3), 834–843.
- Sekaran & Bougie. (2020). *Research methods for business a skill building approach*. 8th ed/Roger Bougie, Uma Sekaran. John Wiley & Sons.ISBN: 978-1-119-68353-7
- Simamora, H. (2014). *Human Resources Management*. Jakarta: Developing Literacy.
- Siswandi, et al. 2006. Arts and Culture Education. Jakarta: Yudhistira.
- Sobarudin, M. (2019). .Analysis of Half-Life and Literary Obsolescence of Archives Journal Articles 2016-2020. *Journal of Information Science, Libraries and Archives*. 24(1).
- Sudaryo, Y. (2018). *Human Resources Management, Indirect Compensation and Physical Work Environment*. Yogyakarta: CV Andi Offset.
- Sutrisno, S. & Zuhri, S. (2019). PKM Increasing Teacher Competency Through Training in Writing Scientific Articles, Classroom Action Research. *Journal of Community Dedicators*, 3(1):53–61.