Job Satisfaction Mediates the Effect of Work Environment and Competence on Performance

Gerrit M. Pentury[1*],Paul Usmany[2]   ID

1,2 Faculty of Economics and Business , Pattimura University,Indonesia

ABSTRAK

Penelitian ini bertujuan untuk menganalisis pengaruh lingkungan kerja dan kompetensi terhadap kinerja tenaga kependidikan di Kantor Rektorat Universitas Pattimura, serta menguji peran mediasi kepuasan kerja dalam hubungan antara lingkungan kerja dan kompetensi terhadap kinerja. Jenis penelitian yang digunakan adalah explanatory research. Unit analisisnya adalah tenaga kependidikan Rektor Universitas Pattimura. Pengumpulan data dilakukan dengan kuesioner, dengan jumlah responden sebanyak 57 tenaga kependidikan dari total populasi 130 tenaga kependidikan. Teknik pengumpulan data diwawancarai menggunakan model angket dan teknik observasi. Kuesioner berisi 34 item pertanyaan. Untuk menguji pengaruhnya digunakan alat analisis jalur dengan menggunakan program SPSS versi 26. Hasil penelitian menunjukkan bahwa lingkungan kerja berpengaruh terhadap kepuasan kerja; Selain itu kompetensi berpengaruh terhadap kepuasan kerja; Temuan ini menunjukkan bahwa lingkungan kerja mempengaruhi kinerja. Kompetensi berpengaruh terhadap kinerja; Kepuasan kerja berpengaruh terhadap kinerja; Kepuasan kerja sebagai variabel mediasi memperkuat pengaruh lingkungan kerja terhadap kinerja; Kepuasan kerja sebagai variabel mediasi memperkuat pengaruh kompetensi terhadap kinerja. Lingkungan kerja, kompetensi, dan kepuasan kerja sebagai variabel mediasi dengan koefisien determinasi sebesar 79,1% dan sisanya 20,9% dijelaskan oleh variabel lain di luar model. Hasil analisis jalur dapat disimpulkan bahwa pengaruh tidak langsung kompetensi melalui kepuasan kerja merupakan jalur yang efektif untuk meningkatkan kinerja. Penelitian ini memiliki implikasi penting bagi pengelola organisasi, terutama dalam hal pengembangan sumber daya manusia dan peningkatan kinerja.

ABSTRACT

This study aims to analyze the influence of the work environment and competence on the performance of education personnel at the Pattimura University Rectorate Office, as well as examine the mediating role of job satisfaction in the relationship between the work environment and competence on performance. The type of research used is explanatory research. The unit of analysis is the education staff of the Rector of Pattimura University. Data collection was carried out by questionnaire, with the number of respondents as many as 57 education personnel from a total population of 130 education personnel. Data collection techniques were interviewed using questionnaire models and observation techniques. The questionnaire contains 34 question items. To test the effect a path analysis tool was used using the SPSS program version 26. The results showed that the work environment affects job satisfaction; In addition, competence affects job satisfaction; These findings suggest that the work environment affects performance. Competence affects performance; Job satisfaction affects performance; Job satisfaction as a mediating variable reinforces the influence of the work environment on performance; Job satisfaction as a mediating variable reinforces the influence of competence on performance. Work environment, competence, and job satisfaction as mediating variables with a coefficient of determination of 79.1% and the remaining 20.9% are explained by other variables outside the model. The results of the path analysis can be concluded that the indirect influence of competence through job satisfaction is an effective path to improve performance. This research has important implications for organizational managers, especially in terms of human resource development and performance improvement.

*Corresponding author.
E-mail: gerrit77@gmail.com (Gerrit M. Pentury)

1. INTRODUCTION

Changes that occur in an organization are strongly influenced by the environment, so many organizations face pressure from environmental factors that affect their effectiveness especially values towards human resources (Sofyan, 2013; Wardani, 2018; Yulianti, 2014). Competing values affect behavior and actions in organizations (Grabowski et al., 2015; Wiewiora et al., 2013). Managing human resources is indeed very complete, because they have to deal with people who have different educational backgrounds, characters, and social lives. Therefore, it is necessary to have the wisdom of an appropriate and directed leader from the agency in overcoming this human resource problem, because the application of the wrong policy will have a negative impact on the organization as a whole. In an agency regardless of its form and type, there is a reciprocal relationship and mutual need between employees as members of the agency and the agency itself, of course, employees have the hope of treating them as organizational human resources, earning income that can meet all the needs of their lives and their families. On the other hand, the agency also has hope in the form of support from its employees, namely working and being willing to sacrifice for the benefit of the agency, as well as maintaining the image of the agency in order to achieve the agency's goals. The current issue in the agency is that the employee's performance targets have not been achieved due to a lack of knowledge about work and the skills related to their work are still relatively narrow. There is a decrease in the performance of employees due to a lack of ability and opportunity to do work because they have to wait for provisions or orders from superiors. All of these will affect the low level of performance.

Until now, there is still a view that believes that a satisfied worker is one who has high achievements ("Happy worker is a productive worker"). But many research studies find an unclear relationship between job satisfaction and achievement. Some workers are satisfied with their work but underachievement. On the other hand, workers are not satisfied with their work but perform well. Performance and job satisfaction are positively but weakly related (Shimazu et al., 2015; Skaalvik & Skaalvik, 2013). Therefore, some researchers include other variables that link performance with job satisfaction, resulting in a positive relationship between performance and job satisfaction. Several variables are used as an intervening linking performance to job satisfaction through performance appraisal variables, and rewards (Candradewi & Dewi, 2019; Hendri, 2019; Jufrizen, 2017). The presence of the performance appraisal variable, contingency of reward that links performance and job satisfaction, is supported by this study. This means that job satisfaction is not the result of performance, or vice versa. Performance indicators that show a gap between expected performance and actual performance can be seen from the ability of employees to complete the overall task load which is the target burden of each sub-section and part of each Faculty and Unpatti Head Office. In accordance with the main duties and functions, where the average employee performance is only achieved at 94% of the predetermined target of 97% for all activities in 2018. The low performance of administrative employees is due to the ability of employees to carry out these tasks is still low due to the lack of knowledge possessed. Achievement of optimal performance if the realization of activities reaches the targets that have been set.

Seeing from the description of the performance of the education staff at Pattimura University which has not been optimal internally according to business activities, it is necessary to discuss the causes of the problem. The performance that has not been maximized is especially in terms of administrative settlement and the use of information technology, such as making correspondence where some employees are still manually, processing data and information that is not adequate and perfect. To find out the less-than-optimal performance of Pattimura University employees, it is necessary to conduct a performance assessment based on the consideration that there is a need for an objective evaluation system of employee performance as a consideration in making institutional decisions. In addition, one of the factors that have a significant influence on performance is the influence of competence on performance. This can be seen from the level of competence that a person has regarding knowledge, skills, and expertise. The right competence is a factor that determines the superiority of achievement that can be owned by the agency if the agency has a strong foundation. So, it can be said that competence is one of the factors that can affect employee performance in achieving the goals of an agency.

According to the level of education, the competence of human resources is quite good with the average level of education being S1 and S2 64% of the education level owned by the Pattimura University office has met the required requirements. But what is needed is the skills and abilities to carry out the work. It is known that there are many factors that affect the performance of employees in the administration department of Pattimura University, both in the Rectorate and in the faculties. As stated in the description above, which includes the work environment, competence, and job satisfaction, the factors that affect the performance of these employees will be the focus of the research.

2. METHODS

This study uses a quantitative research approach, where quantitative research is required to use numbers, starting from data collection, interpretation of the data, and the appearance of the results. The population in this study is the education staff of the Chancellor of the University of Pattimura with a total of 130 employees. The sample is 57 education staff from the Pattimura University rectorate. Variable operational definition in the form of work environment is the overall tools and materials encountered, the surrounding environment in which a person works, work methods, and work arrangements both as individuals and as a group. The indicator variables are 1) the work atmosphere; 2) relationships with colleagues; 3) the availability of work facilities. Competence is a characteristic that underlies a person and is related to the effectiveness of an individual's performance in his work. The indicator variables are 1) intellectual competence; 2) emotional competence; 3) social competence; and 4) spiritual competence. Job satisfaction is an attitude or feeling that is pleasant or unpleasant for an employee towards his work. The indicator variables are 1) challenging work; 2) application of a fair reward system; 3) supportive working conditions; 4) attitude of others in the organization. Employee performance is a work achieved by a person in carrying out the tasks assigned to him based on skills, experience, sincerity and time. The indicator variables are 1) the amount of work (Quantity of work); 2) the quality of work (Quality of work); 3) work on time (Timeliness); 4) the accuracy of using resources (Cost effectiveness); 5) working independently (Need for Supervision).

Primary data is data obtained directly from the source, namely the respondent through filling out a questionnaire. In this case, the respondent is the education staff of the Chancellor of the University of Pattimura. Secondary data is data that serves as a complement such as an annual performance report. Validity and reliability tests were carried out to measure the question items in the research questionnaire to determine the quality of the research instrument, in this study in addition to testing the validity and reliability of the instrument with the help of the SPSS program. Descriptive analysis to provide an overview of the characteristics of respondents such as age, gender, education level, years of service, and so on. Path analysis is an analytical tool that can determine the direct and indirect effects of independent variables on the dependent variable.

3. RESULTS AND DISCUSSIONS

Results

Characteristics of respondents based on age showed that most of the respondents aged 41-50 years were 30 people (53 %), followed by the age of 31-4 0 years as many as 15 people (26 %), aged more than 51 years were 11 people (19%),), and the age of 21 - 30 years as many as 1 people (2 %). This shows that most of the ASN education staff at the University of Pattimura are at a very productive age which has the potential to be developed, for example through the development of potential for education and training. Most of the respondents based on undergraduate education as many as 32 people (56 %), followed by postgraduate education as many as 13 people (23 %), then high school as many as 11 people (19 %), and diploma education as many as 1 people (2%). This shows that the ASN education staff at the University of Pattimura has qualified and competent human resources. 27 people (47%), followed by ASN with 15-22 years of service 16 people (28%), then 11 employees with more than 23 years of service (19%), and finally 3 employees with 1-7 years of service (6%). This shows that the ASN education staff at the University of Pattimura has experience in working which is considered quite good.

Descriptive analysis of respondents' answers to each variable of this study. This is done so that it can easily find out the general responses of respondents to the variables studied. The work environment variable with indicators of relationships with colleagues has the highest value (4.29), while the work environment based on the availability of work facilities has the lowest value (3.94). Thus the overall magnitude of the distribution of the work environment in the organization on average is (4.10). The competence variable with indicators of social competence has the highest value (4.29), while competence based on spirituality has the low value (3.85). Thus the overall magnitude of the distribution of competencies in the organization on average is (4.00). The variable job satisfaction with indicators of a challenging job has the highest score (3.89), while job satisfaction based on the attitudes of others in the organization has the lowest score (3.42). Thus the overall magnitude of the distribution of job satisfaction in the organization on average is (3.66). The performance variable with the indicator of working on time has the highest value (4.35), while the performance based on working independently has the lowest value (3.98). Thus the overall magnitude of the distribution of performance in the organization on average is (4.15). The validity test as a tool to measure the validity or validity of a questionnaire. A questionnaire is said to be valid if the questions on the questionnaire are able to reveal something that will be measured by the questionnaire. If the Pearson correlation value for each indicator is 0.3 at a significant level of 5%, then

the indicator is declared valid. It can be concluded that all indicators in this study are valid. A reliability test is a tool to measure a questionnaire which is an indicator of a variable or construct. A questionnaire is said to be reliable or reliable if a person's answer to a statement is consistent or stable from time to time (Ghozali, 2018). A construct or variable is said to be reliable if it gives a Cronbach Alpha value > 0.6 (Ghozali, 2018). It can be concluded that all variables in this study are reliable.

Based on the calculation of the path analysis between the Work Environment, Competence, Job Satisfaction, and Employee Performance using the SPSS version 26.0 program, the following results were obtained: Basically, the thet-testt shows how far the influence of one independent variable partially in explaining the variation of the dependent variable (Ghozal, 2006). Ho: bi = 0, meaning that an independent variable has no effect on the dependent variable. Ha : bi < 0, meaning that the independent variable has an effect on the dependent variable.

Table 1. Results of the Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.834	0.695	0.684	2.24391

The analysis results presented in Table 1 show the relationship between predictor variables, namely constants, total_x1, and total_x2 to response variables not mentioned in the output. The results show that model 1 has an R value of 0.834, which shows a fairly strong relationship between the predictor variable and the response variable. In addition, an R Squared of 0.695 indicates that 69.5% of the variation in response variables can be explained by predictor variables. An Adjusted R Squared value of 0.684 indicates that the model is quite good at predicting the value of the response variable. Standard Error An estimate of 2.24391 indicates the level of accuracy of the model in estimating the value of the response variable. In conclusion, the results of the analysis in Table 1 can be used to predict the value of the response variable based on the value of the given predictor variable.

Table 2. F Test Results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	620.243	2	310.122	61.592	0.000
	Residual	271.897	54	5.035		
	Total	892.140	56			

The ANOVA results presented in Table 2 show that the calculated F value is 61,592, with a significance value of 0.000. A large F value indicates that regression models can significantly explain total_z variation. In addition, a low significance value (less than 0.05) indicates that the regression model is significantly different from the model that has no independent variable (constant only). Therefore, it can be concluded that the regression model has a significant influence on the dependent variable (total_z).

Table 3. T-Test Results (t-Test)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.538	3.761		1.738	0.088
	total_x1	0.139	0.053	0.204	2.603	0.012
	total_x2	0.923	0.083	0.867	11.087	0.000

Table 4. Results of the Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.889	0.791	0.779	1.87712

The results of the analysis presented in Table 4 show that the regression model built has an R value of 0.889, which shows a strong relationship between the dependent variable and the independent variable. In addition, an R Square value of 0.791 indicates that 79.1% of the variability of the dependent variable can be explained by the independent variable in this model. An Adjusted R Square value of 0.779 indicates that the model is quite good at explaining the variability of the dependent variable. Meanwhile, the Std. Error of the Estimate value of 1.87712 indicates that the estimated error of this model is quite small. In conclusion,

this model can be used to predict the value of the dependent variable based on the value of the entered independent variable.

Table 5. F Test Results

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	705.390	3	235.130	66.730	0.000
	Residual	186.751	53	3.524		
	Total	892.140	56			

The results of the F-test analysis presented in Table 5 show that the regression model as a whole is significant in explaining the variation in the dependent variable (total_y), with an F count of 66.730 and a significance value of 0.000 (less than the alpha level of 0.05). Thus, we can reject the null hypothesis that there is no relationship between the independent variable and the dependent variable. In addition, the ANOVA results show that the regression model has a sum of squares of 705,390 and a mean square of 235,130. While the residual sum of squares is 186,751 and the mean square is 3,524. The value indicates that most of the variability in the dependent variable (total_y) can be explained by the independent variables (total_z, total_x2, and total_x1) present in the model.

Discussion

The Effect of Work Environment on Job Satisfaction. The results of the analysis in Table 3 above show that the work environment has an effect on job satisfaction. Based on the test results, it indicates that the work environment is represented by indicators of work atmosphere, relationships with coworkers, and the availability of work facilities. That is, the better the work environment owned by the organization, the better the work results shown will provide a sense of satisfaction at work. Thus, this finding strengthens previous research and is supported by several facts and empirical data which state that the work environment in the form of a work atmosphere, relationships with colleagues, the availability of work facilities affect job satisfaction (AlAzzam et al., 2017; Gamal et al., 2022; Pawirosumarto et al., 2017; Rachman, 2021).

A conducive work environment is very important for educational staff to be able to work well, because when conditions work environment A good education is one of the supporting factors that ultimately has an impact on the level of satisfaction of good education personnel work environment physical and non-physical both affect the satisfaction of education personnel. To carry out their duties properly and can also trigger calm in carrying out the tasks that have been assigned to him, therefore the attention of an institution or educational institution to create a comfortable and conducive work environment is needed. Because an employee pays great attention to their work environment, both in terms of personal comfort and ease of doing their job well. They prefer a physical environment that is safe, comfortable, clean and has minimal disturbance. In addition, for most employees, work can also fulfill the need for social interaction. Therefore, it is not surprising that having friendly and supportive coworkers can also support job satisfaction (DiPietro et al., 2020; Stamolampros et al., 2019). The work environment can create a binding working relationship between the people in the environment. Therefore, efforts should be made so that the work environment must be good and conducive because a good and conducive work environment makes employees feel at home in the room and feel happy and excited to carry out each of their duties (Kusuma, 2021; Maswani et al., 2021; Prasetya et al., 2023).

The Effect of Job Competence on Job Satisfaction. The results of the analysis are in Table 3. shows that competence has an effect on job satisfaction. Based on the results of these tests, indicates that the competencies represented by indicators of intellectual competence, emotional competence, social competence, and spiritual competence of employees give a direct role in the level of satisfaction. That is, the better the competencies possessed by an employee, the better the work results shown will provide a sense of satisfaction at work. Thus, this finding strengthens previous research and is supported by several facts and empirical data which state that competencies in the form of intellectual competence, emotional competence, social competence, and spiritual competence affect job satisfaction (Bagia & Cipta, 2019; Mekpor & Dartey-Baah, 2020; Petrovici & Dobrescu, 2014). Competence is an ability possessed by a person which is a combination of personal, scientific, technological, social and spiritual abilities. The construct of employee competence as an element of intellectual capital can be seen from three aspects of competence, namely intellectual, emotional, social aspects because the measurement of competence uses the dimensions of the level of knowledge, skills and education. This is in accordance with Lawler's theory which states that expertise is part of the input factors that affect job satisfaction or dissatisfaction (Mekpor & Dartey-Baah, 2020; Narasuci et al., 2018; Sirait et al., 2022). Influence of Work Environment on Performance. The results of the analysis in Table 6 above show that the work environment has an effect on performance. Based on the

test results, it indicates that the work environment is represented by indicators of work atmosphere, relationships with coworkers, and the availability of work facilities. That is, the better the work environment owned by the organization, the better the work results shown. Thus, this finding strengthens previous research and is supported by several facts and empirical data which state that the work environment in the form of a work atmosphere, relationships with colleagues, the availability of work facilities affect performance (Djibu & Duludu, 2020; Hannif et al., 2014). The work environment is one of the factors that affect the performance of an employee. An employee who works in a work environment that supports him to work optimally will produce good performance, on the other hand an employee who works in an inadequate and unsupportive work environment to work optimally will make the employee concerned become lazy, tired quickly so that the employee's performance will be low.

The Influence of Work Competence on Performance. The results of the analysis shows that competence has an effect on job satisfaction. Based on the results of these tests, it indicates that the competencies represented by indicators of intellectual competence, emotional competence, social competence, and spirituality competence of employees give a direct role to the level of satisfaction. That is, the better the competencies possessed by an employee, the better the work results shown. Thus, these findings strengthen previous research and are supported by several facts and empirical data which state that competencies in the form of intellectual competence, emotional competence, social competence, and spiritual competence affect performance (Mehralian et al., 2020; Yusuf et al., 2021). Performance is the result of work achieved by employees in carrying out tasks in accordance with their responsibilities. To achieve this, it must be supported by adequate competence. Competence is a basic characteristic that must be possessed by an employee in this case the Pattimura University education staff. Good performance from ASN is a hope for every organization. By having good performance, an organization can easily achieve the goals that have been set. Optimal performance of a function within the organization is largely determined by the characteristics and quality of human resources involved in it. It also depends on the characteristics of the organization. Thus, the characteristics of human resources and the performance of the implementation of organizational functions are interrelated matters. One of the factors that influence a person's performance is the ability consisting of potential abilities and reality abilities (knowledge and skills). Competencies and their various constituent components will interact in such a way which will then produce specific performance.

The Effect of Job Satisfaction on Performance. The results of the analysis shows that job satisfaction has an effect on performance. Based on the test results, it indicates that job satisfaction is represented by indicators of challenging work, the application of a fair reward system, supportive working conditions, and the attitudes of others in the organization have a direct influence on performance. That is, the higher the level of job satisfaction an employee has, the better the work results shown in the job. Thus, these findings strengthen previous research and are supported by several facts and empirical data which state that job satisfaction is in the form of a challenging job, the application of a fair reward system, supportive working conditions, the attitudes of others in the organization affect performance (Marliani, 2016; Mehralian et al., 2020). Job satisfaction tends to center on its effect on employee performance. Researchers have recognized this importance, and study results assessed the impact of job satisfaction on employee productivity, absenteeism, and turnover (Labrague et al., 2020). Many managers believe that a satisfied worker is a high-achieving worker. Job satisfaction is an emotional attitude that is pleasant and loves one's work. Job satisfaction in work is job satisfaction enjoyed in work by obtaining work results, placement, treatment, equipment and a good working environment. Satisfaction outside of work is employee job satisfaction that is enjoyed outside of work with the amount of remuneration that will be received from the results of his work, so that he can buy his needs. Job satisfaction will be achieved if the needs of employees are met through work. Where job satisfaction is a happy emotional state or positive emotion that comes from the assessment of one's work or experience. High job satisfaction will improve employee performance towards the organization where they work.

Job Satisfaction as a Mediation Variable Can Strengthen the Effect of the Work Environment on Performance. To find out the direct effect between the work environment and job satisfaction. From the results it shows a positive direction of 0.204 and an indirect effect with a positive value of 0.167, while the total effect is the sum of the direct and indirect effects, the number is 0.371. The test results can be concluded that the hypothesis H6 which states that the work environment has a significant effect on performance through job satisfaction can be supported by facts and empirical data. As a mediating variable, job satisfaction strengthens the influence of the work environment on performance, this is evidenced by adding up the direct effect of the work environment on job satisfaction with the direct influence of the work environment on performance, which is = 0.204 + 0.1 67 = 0.371. Thus, this finding strengthens previous research and is supported by several facts and empirical data which state that the work environment in the form of a work atmosphere, relationships with colleagues, the availability of work facilities affect

performance through job satisfaction (Gamal et al., 2022; Pawirosumarto et al., 2017). Job Satisfaction as a Mediation Variable Can Strengthen the Effect of Competence on Performance. To find out the direct effect between competence and job satisfaction. From the results it shows a positive direction of 0.867 and an indirect effect with a positive value of 0.167, while the total effect is the sum of the direct and indirect effects, a figure of 1.034 is obtained. The test results can be concluded that the hypothesis H7 which states that competence has a significant effect on performance through job satisfaction can be supported by facts and empirical data. As a mediating variable, job satisfaction strengthens the influence of competence on performance, this is evidenced by adding up the direct effect of competence on job satisfaction with the direct effect of job satisfaction on performance, which is = 0.867 + 0.1 67 = 1. 034.

Thus, these findings strengthen previous research and are supported by several facts and empirical data which state that competencies in the form of intellectual competence, emotional competence, social competence, and spirituality competence affect performance through job satisfaction (Mattingly & Kraiger, 2019; Sony & Mekoth, 2016). There is an influence of competence with the performance of the Pattimua University education staff. This means that there is a unidirectional relationship between competence and performance. The better the competence of the Pattimura University education staff will also have a good influence on performance. Job satisfaction has an influence on performance. This means that job satisfaction has a significant effect on performance. In other words, the better the performance, the better the level of job satisfaction of the Pattimura University Rector's education staff. As a mediating variable , job satisfaction strengthens the effect of the work environment on performance , this is evidenced by adding up the direct effect of the work environment on job satisfaction with the direct effect of the work environment on performance. As a mediating variable, job satisfaction strengthens the influence of competence on performance , this is evidenced by adding up the direct effect of competence on job satisfaction with the direct effect of job satisfaction on performance , which is = 0.867 + 0.1 67 = 1 . 034 .

4. CONCLUSION

The work environment has a significant influence on job satisfaction of the Pattimura University rectorate education staff , this means that employees who feel comfortable at work are supported by a very good work environment. The existence of the influence of competence with job satisfaction on the education staff of the University of Pattimua. This means that there is a unidirectional relationship between competence and job satisfaction. The level of job satisfaction of Pattimura University education staff is influenced by competence and vice versa. The work environment has a significant influence on the performance of the Pattimura University rectorate education staff , this means that employees in producing good work at work are very much supported by a very good work environment as well.

5. REFERENCES

AlAzzam, M., AbuAlRub, R. F., & Nazzal, A. H. (2017). The Relationship Between Work–Family Conflict and Job Satisfaction Among Hospital Nurses. *Nursing Forum*, *52*(4), 278–288. https://doi.org/10.1111/nuf.12199.

Bagia, I. W., & Cipta, W. (2019). The Influence of Competency and Job Control on The Job Satisfaction and Its Impact on The Employee's Performance. *International Conference on Tourism, Economics, Accounting, Management, and Social Science (TEAMS 19)*, 138–145. https://doi.org/10.2991/teams-19.2019.26.

Candradewi, I., & Dewi, I. G. A. M. (2019). Effect of Compensation on Employee Performance Towards Motivation as Mediation Variable. *International Research Journal of Management, IT and Social Sciences*, *6*(5), 134–143. https://doi.org/10.21744/irjmis.v6n5.711.

DiPietro, R. B., Moreo, A., & Cain, L. (2020). Well-being, affective commitment and job satisfaction: influences on turnover intentions in casual dining employees. *Journal of Hospitality Marketing & Management*, *29*(2), 139–163. https://doi.org/10.1080/19368623.2019.1605956.

Djibu, R., & Duludu, U. (2020). Impact of the work environment and work motivation in influencing the performance of non-formal educators. *Journal of Nonformal Education*, *6*(1), 92–100. https://doi.org/10.15294/jne.v6i1.24170.

Gamal, N. L., Taneo, S. Y. M., & Halim, L. (2022). Job satisfaction as a mediation variable in the relationship between work safety and health (k3) and work environment to employee performance. *Jurnal Aplikasi Manajemen*, *16*(3), 486–493. https://doi.org/10.21776/ub.jam.2018.016.03.13.

Ghozali, I. (2018). *Aplikasi Analisis Multivariate dengan Program IBM SPSS 25 Edisi 9*. Universitas Diponegoro.

Grabowski, L., Neher, C., Crim, T., & Mathiassen, L. (2015). Competing values framework application to organizational effectiveness in voluntary organizations: A case study. *Nonprofit and Voluntary Sector Quarterly*, *44*(5), 908–923. https://doi.org/10.1177/0899764014546.

Hannif, Z., Cox, A., & Almeida, S. (2014). The impact of ICT, workplace relationships and management styles on the quality of work life: insights from the call centre front line. *Labour & Industry: A Journal of the Social and Economic Relations of Work*, *24*(1), 69–83. https://doi.org/10.1080/10301763.2013.877120.

Hendri, M. I. (2019). The mediation effect of job satisfaction and organizational commitment on the organizational learning effect of the employee performance. *International Journal of Productivity and Performance Management*, *68*(7), 1208–1234. https://doi.org/10.1108/IJPPM-05-2018-0174.

Jufrizen, J. (2017). Efek mediasi kepuasan kerja pada pengaruh kompensasi terhadap kinerja karyawan. *Jurnal Ilmiah Manajemen Dan Bisnis*, *17*(1). https://doi.org/10.30596/jimb.v17i1.1209.

Kusuma, A. A. (2021). The Effect of Motivation and Work Environment on the Performance of Hotel Employees, Muria Semarang. *Jurnal Ekonomi*, *10*(2), 58–66. https://doi.org/10.58471/ekonomi.v10i02.146.

Labrague, L. J., Nwafor, C. E., & Tsaras, K. (2020). Influence of toxic and transformational leadership practices on nurses' job satisfaction, job stress, absenteeism and turnover intention: A cross-sectional study. *Journal of Nursing Management*, *28*(5), 1104–1113. https://doi.org/10.1111/jonm.13053.

Marliani, S. (2016). Motivasi kerja dan kepuasan kerja terhadap kinerja karyawan (Studi pada karyawan PT. Bank Negara Indonesia (Persero) Tbk Cabang Karawang). *Jurnal Buana Akuntansi*, *1*(1). https://doi.org/10.36805/akuntansi.v1i1.43.

Maswani, M., Utami, E. P., & Nofiar, N. (2021). Analysis of the effect of work discipline, work environment, and work motivation on employee performance at pt. Bayutama teknik. *Dinasti International Journal of Economics, Finance & Accounting*, *1*(6), 960–968. https://doi.org/10.38035/dijefa.v1i6.716.

Mattingly, V., & Kraiger, K. (2019). Can emotional intelligence be trained? A meta-analytical investigation. *Human Resource Management Review*, *29*(2), 140–155. https://doi.org/10.1016/j.hrmr.2018.03.002.

Mehralian, G., Peikanpour, M., Rangchian, M., & Aghakhani, H. (2020). Managerial skills and performance in small businesses: the mediating role of organizational climate. *Journal of Asia Business Studies*, *14*(3), 361–377. https://doi.org/10.1108/JABS-02-2019-0041.

Mekpor, B., & Dartey-Baah, K. (2020). Beyond the job description: Exploring the mediating role of leaders' emotional intelligence on the nexus between leadership styles and voluntary workplace behaviours in the Ghanaian banking sector. *Journal of Management Development*, *39*(2), 240–252. https://doi.org/10.1108/JMD-04-2019-0104.

Narasuci, W., Setiawan, M., & Noermijati, N. (2018). Effect of work environment on lecturer performance mediated by work motivation and job satisfaction. *Jurnal Aplikasi Manajemen*, *16*(4), 645–653. https://doi.org/10.21776/ub.jam.2018.016.04.11.

Pawirosumarto, S., Sarjana, P. K., & Gunawan, R. (2017). The effect of work environment, leadership style, and organizational culture towards job satisfaction and its implication towards employee performance in Parador Hotels and Resorts, Indonesia. *International Journal of Law and Management*, *59*(6), 1337–1358. https://doi.org/10.1108/IJLMA-10-2016-0085.

Petrovici, A., & Dobrescu, T. (2014). The role of emotional intelligence in building interpersonal communication skills. *Procedia-Social and Behavioral Science*, *116*, 1405–1410. https://doi.org/10.1016/j.sbspro.2014.01.406.

Prasetya, A. S. E., Putra, R., & Sultan, F. M. M. (2023). Cyberloafing, Work Environment, and Leadership on Performance and Job Satisfaction of Education Personnel at Sultan Syarif Kasim State Islamic University Riau. *Journal of Applied Business and Technology*, *4*(1), 17–29. https://doi.org/10.35145/jabt.v4i1.116.

Rachman, M. M. (2021). The Impact of Work Stress and the Work Environment in the Organization: How Job Satisfaction Affects Employee Performance? *Journal of Human Resource and Sustainability Studies*, *9*(2), 339–354. https://doi.org/10.4236/jhrss.2021.92021.

Shimazu, A., Schaufeli, W. B., Kamiyama, K., & Kawakami, N. (2015). Workaholism vs. work engagement: The two different predictors of future well-being and performance. *International Journal of Behavioral Medicine*, *22*, 18–23. https://doi.org/10.1007/s12529-014-9410-x.

Sirait, L., Junaedi, A. T., Purwati, A. A., & Deli, M. M. (2022). Leadership Style, Motivation, and Organizational Culture on Job Satisfaction and Teacher Performance. *Journal of Applied Business and Technology*, *3*(2), 115–129. https://doi.org/10.35145/jabt.v3i2.94.

Skaalvik, E. M., & Skaalvik, S. (2013). Teachers' perceptions of the school goal structure: Relations with teachers' goal orientations, work engagement, and job satisfaction. *International Journal of Educational Research*, *62*, 199–209. https://doi.org/10.1016/j.ijer.2013.09.004.

Sofyan, D. K. (2013). Pengaruh lingkungan kerja terhadap kinerja kerja pegawai bappeda. *Industrial Engineering Journal*, *2*(1). https://doi.org/10.53912/iejm.v2i1.24.

Sony, M., & Mekoth, N. (2016). The relationship between emotional intelligence, frontline employee adaptability, job satisfaction and job performance. *Journal of Retailing and Consumer Services*, *30*, 20–32. https://doi.org/10.1016/j.jretconser.2015.12.003.

Stamolampros, P., Korfiatis, N., Chalvatzis, K., & Buhalis, D. (2019). Job satisfaction and employee turnover determinants in high contact services: Insights from Employees' Online reviews. *Tourism Management*, *75*, 130–147. https://doi.org/10.1016/j.tourman.2019.04.030.

Wardani, A. K. (2018). Dormansi Organisasi Di Era Globalisasi. *Moderat: Jurnal Ilmiah Ilmu Pemerintahan*, *4*(3), 28–35. https://doi.org/10.25147/moderat.v4i3.1691.

Wiewiora, A., Trigunarsyah, B., Murphy, G., & Coffey, V. (2013). Organizational culture and willingness to share knowledge: A competing values perspective in Australian context. *International Journal of Project Management*, *31*(8), 1163–1174. https://doi.org/10.1016/j.ijproman.2012.12.014.

Yulianti, D. (2014). Analisis Lingkungan Internal Dan Eksternal Dalam Pencapaian Tujuan Perusahaan (Studi Kasus di PT. Perkebunan Nusantara VII Lampung). *SOSIOLOGI: Jurnal Ilmiah Kajian Ilmu Sosial Dan Budaya*, *16*(2), 103–114. https://doi.org/10.23960/sosiologi.v16i2.99.

Yusuf, M., Arifin, Z., & Firdausi, I. (2021). The influence of leadership style and employee competence with organizational climate as an intervening variable on employee performance in educational institutions. *Asian Journal of Economics, Business and Accounting*, *21*(11), 59–69. https://doi.org/10.9734/ajeba/2021/v21i1130441.