

The Influence of Competence, Work Environment, and Job Satisfaction on Employee Performance at PT BIG Brebes Regency


The Effect of Competence, Work Environment, and Job Satisfaction on Employee Performance at PT Bintang Indokarya Gemilang, Brebes Regency

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ARTICLE INFO	ABSTRACT
Article History: Received: 13 August 2024 Revised: 16 August 2024 Accepted: 20 August 2024	<p><i>This study aims to determine the influence of competence on employee performance, the influence of the work environment on employee performance, the effect of job satisfaction on employee performance, the influence of competence, work environment and job satisfaction together on employee performance at PT BIG Brebes Regency. This study uses a quantitative descriptive approach and the type of research is an empirical study supported by a survey. The population in this study is all employees of the production department at PT BIG, Brebes Regency amounting to 10935 people. The sampling technique in this study used the Slovin formula with a margin of 10% obtained by 99 respondents. The data used is primary data in the form of a questionnaire instrument. The results showed that competence had an effect on improving employee performance with a t-value calculated > t table (4.264 > 1.98525), work environment had an effect on improving employee performance with a t-value calculated > t table (7.069 > 1.98525), job satisfaction had an effect on improving employee performance with a t-value calculated > t table (11.053 > 1.98525), simultaneously competence, work environment, and job satisfaction had an effect on improving employee performance in PT BIG Brebes Regency with a value of F table > F calculation = 211,799 > 2.47. The variables of competence, work environment, and job satisfaction contributed 86.60% of their influence on employee performance at PT BIG Kabupaten Brebes while the remaining 13.40% was influenced by variables that were not studied.</i></p>
Keywords: Competence, Work Environment, Job Satisfaction, Employee Performance	<i>This is an open access article under the CC BY-SA license.</i>
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Abstract

This study aims to determine the effect of competence on employee performance, the effect of work environment on employee performance, the effect of job satisfaction on employee performance, the effect of competence, work environment and job satisfaction together on employee performance at PT BIG Brebes Regency. Research This use approach descriptive quantitative And type his research studies empirically supported with a survey. The population in this study were all employees of the production division at PT BIG, Brebes Regency, totaling 10,935 people. The sampling technique in this study used the Slovin margin error formula of 10%, obtained 99 respondents. The data used were primary data in the form of a questionnaire instrument. The results of the study showed that competence had an effect on improving employee performance with a calculated t value > t table (4.264 > 1.98525), the work environment had an effect on improving employee performance with a calculated t value > t table (7.069 > 1.98525), job satisfaction had an effect on improving employee performance with a calculated t value > t table (11.053 > 1.98525), Simultaneously, competence, work environment, and job satisfaction have an effect on improving employee performance at PT BIG, Brebes Regency with a value of F table > F count = 211.799 > 2.47. The variables of competence, work environment, and job satisfaction contribute 86.60% of their influence on employee performance at PT BIG, Brebes Regency, while the remaining 13.40% is influenced by variables not studied.

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Submitted: August 2024, **Accepted:** August 2024, **Published:** August 2024

ISSN: XXX-XXXX (online), Website: <https://jurnal.eraliterasi.com/index.php/jecmer/>

1. INTRODUCTION

The excellence and best performance of an organization cannot be separated from the performance of its employees. Optimal employee performance is one of the goals of the organization to achieve high work productivity. Performance is defined as the result of a person's efforts achieved by the existence of abilities and actions in certain situations [1]. Generally, employee performance is influenced by internal and external factors [2]. Internal factors include competence, job satisfaction and organizational commitment, while external factors include leadership, work environment, and organizational culture. Individual performance standards can be assessed from the quality and quantity of *output*, task completion time, attendance, and cooperative attitude. Individual performance evaluation has great benefits for the overall growth of the company because it provides a clear understanding of employee performance [3].

Performance is the result of the work of a person or group of people in an agency in accordance with their authority and responsibility [4]. Employee performance in an agency needs to be measured or assessed, so that it can be known whether the employee's performance is good or bad. Good performance is optimal performance, namely performance that meets agency standards and supports the achievement of agency goals, and is said to be bad if the opposite is true. Performance assessment is useful for assessing the success or failure of implementing activities, programs, policies in accordance with the goals set by the company.

In improving optimal performance, it is necessary to pay attention to several factors such as motivation, competence, work environment, and salary felt by employees, such as employee career development, job satisfaction and so on. Performance assessment is believed to be able to be an assessment material for employees who have good work performance or employees who do not perform their duties optimally in the company. Many organizations strive to achieve the best and most trusted position in their fields. Therefore, this depends on the implementer, namely the employees in the organization itself.

PT BIG Brebes is a company engaged in the field of shoe production located at Jalan Raya Cendrawasih No. 06 Km 20 Tengguli Village, Tanjung District, Brebes Regency. The shoe models produced are children's shoes, sports shoes (futsal), and adult shoes. The Adidas shoe *brand* is one of *the buyers* who often order shoes at PT Bintang Indokarya Gemilang Brebes. The company strives for these orders to be completed on time and using minimal costs, without reducing the quality of the products produced, in order to satisfy *buyers* and open up opportunities for *buyers* to make *repeat orders*. PT BIG is a subsidiary of PT Panarub Industry located in Brebes Regency with a large scale. Panarub was appointed as a *Football Center* specifically for the Adidas *brand* and is now led by Mr. Lucas' son, Hendrik Sasmito. Panarub has grown into 25 high-tech production lines with more than 11,000 employees producing quality professional shoes for athletes around the world.

The divisions in PT BIG have their own problems in carrying out their respective tasks to fulfill orders, such as the problem of saving the use of raw materials in the raw material financing division, saving time and production costs in the *upper shoe sewing division*, *the problem of determining working hours and the number of operators in the upper shoe sewing division*, the lack of actual results from the expected target in the shoe *injection division*, and the imbalance of the production line in the shoe *packing division*. Each problem in each division needs to be analyzed and the root of the problem sought, so that a proposed solution can be prepared that can be given so that the right and efficient steps can be found to overcome the problem.

Employee performance assessment at PT BIG Brebes is carried out on the side of taking, managing and distributing it. Employee performance assessment at PT BIG Brebes is carried out at least once a year. Employee performance assessment is carried out transparently, where employees have the right to know the results of their performance assessment as material for improving the performance of the employee concerned. Employee performance assessment is carried out without discrimination, meaning that the employee performance assessment process is carried out based on objective criteria and not based on elements of discrimination.

In improving employee performance at PT BIG Brebes, it is expected that all employees can do their work or tasks well. But this still experiences problems or obstacles, where the performance of PT BIG Brebes employees is still low. In company operations, it is required to fulfill all consumer desires, so it is necessary to develop employee performance to be able to continue and continue to

increase so that goals are achieved. Another indication that can show a decrease or less than optimal performance of PT BIG Brebes employees is the increase in low employee work discipline, where the level of employee absenteeism will have a negative impact on employee performance in completing their work in order to achieve company goals.

Based on the results of initial observations at PT BIG Brebes, even though it was already 07.00 WIB, there were still employees who were late to the office. This happens when employees are not there during working hours for unknown reasons and purposes. This means that some employees are less disciplined and late to work. In addition, there is another problem, namely that the staff in the office are often less focused when providing administrative services, as can be seen from several staff serving the public while chatting or playing with their cellphones, so that there is less than optimal performance. All of these things are related to how the organizational culture runs conductively.

From the results of interviews and observations that researchers have conducted at PT BIG Brebes, it was found that employee performance at PT BIG Brebes is still less than optimal, this is suspected to be caused by poor organizational culture, lack of work motivation, less than optimal work ability, and employee satisfaction that is still not felt. This is also caused by the large number of employees who are sick, on leave, late and without explanation, causing other employees to help complete work that is not their job. In addition, the absence of employee motivation in the form of additional *rewards* for employees who have helped their colleagues who do not come to work, this can certainly trigger employee dissatisfaction at work.

The existence of employees has an impact on all activities and work in the organization can be carried out, have meaning and have benefits for all parties, both to people in the organization and in the environment outside the organization. In relation to this, employees in an organization need to be empowered or trained according to their potential. As is known, in the context of coaching or empowering employees, the aim is to improve the performance of the employees concerned. In addition, awareness and *kemamberesong* for changed through change *pola mind set*), change *pola sikap (attitude set)* and change pattern act (*action set*) that 's not possible Finally will produce you and me change culture (*cultural change*).

The factor that supports employee performance to increase is competence. Individual competence is the ability and skills to do work [5]. Competence is a characteristic that underlies a person and is related to the effectiveness of individual performance in their work (Sari, 2009) in [6]. Competence in this case is the ability of employees that is owned so as to provide the ability of workers to work neatly and have an attitude to complete work that is in accordance with the expertise of workers in the field of work which of course has provided a level of hard work results [7].

Competence is a characteristic that underlies a person related to the effectiveness of individual work in his work or the basic characteristics of an individual that has a causal or cause-effect relationship with the criteria used as a reference, effective or performing prime or superior in the workplace or in certain situations [8]. Competence also influences the realization of superior performance in short-term and long-term activities in order to complete tasks and work with the results that have been set by the company.

Previous research results show that competence has a positive and significant effect on employee performance at PT Sosro Medan [8]; competence partially has a positive and significant effect on employee performance at PT Nikomas Gemilang Div. Sukses Permata Indonusa [6]; work competence has a positive and significant effect on employee performance [7]; competence has a significant effect on employee performance [9]; competence has a significant effect on employee performance at PT Nikomas Gemilang DIV. Sukses Permata Indonusa [10].

This is in accordance with Abdi and Wahid (2018) who said that if employees have high competence, they can provide an increase in the work results owned by employees. This theory is also supported by empirical studies according to Kadir, et al. (2018) in [7] found that competence has a positive and significant effect on the work results owned by their subordinates. Employees who have work skills that are in accordance with their field of work will be more careful about the results obtained by employees in working.

Based on observations, employee competence is still low in carrying out the work given by superiors. The competence of some employees is still inadequate. There are still employees who run programs that are not in accordance with SOP and employee incompetence in explaining the services

and products offered by the company. From several obstacles that have been described, it is necessary to conduct a study/research on both factors on employee performance. In order to be able to carry out work for each employee, employees must have abilities and skills that can be trusted by the company. This ability will be a guide for employees in working professionally.

The competencies possessed by employees must be improved even better so that employee contributions to the company in the future will increase and achieve the results desired by the company [11]. Lack of mastery of information provided by superiors related to the work given causes employees to not fully understand the work, resulting in the tasks given not being completed properly. In addition, the employee's work targets have not been achieved optimally because many employees postpone the work given by their superiors and choose to relax more than finish work and besides that, the lack of cooperation in the team by employees results in less harmonious relationships between employees and many differences of opinion between other employees, which causes low work results.

Another factor that affects employee performance is the work environment. The work environment is the social, psychological, and physical life in a company that affects workers in carrying out their duties. The work environment is everything that is around workers and that can affect them in carrying out the tasks that are their responsibility [12]. The work environment according to Handoko (2019) in [13] is all conditions that exist around the workplace, including temperature, humidity levels, air cycles, light levels, noise, mechanical vibrations, odors, colors and others that have an influence on the results of the employee's work.

The working environment is said to be good or appropriate if humans can carry out activities optimally, healthily, safely, and comfortably. The suitability of the working environment can be seen as a result in the long term, furthermore, less good working environments can lead to more labor and time and do not support the obtaining of an efficient work system design. To increase productivity, the working environment must be good, so that it will create ease of carrying out tasks. Types of work environment are divided into two, namely: a) physical work environment is a physical condition that exists around the workplace that can affect employees both directly and indirectly, b) non-physical work environment is all conditions that occur related to work relationships, both relationships with superiors and relationships with fellow co-workers, or with subordinates.

Stewart (2009) in [13] stated that the work environment is a collection of conditions or circumstances of the work environment of a company where employees work in the work environment. Employees will be able to carry out their activities well and adequately if employees can carry out their activities optimally, healthily, safely and comfortably. According to (Robbins, 2006) in [14] a good work environment will provide personal comfort for employees and to facilitate better work on tasks. Temperature, light and other environmental factors should not be extreme (too much or too little), for example too hot or dim.

Companies or organizations need to pay attention to work environment issues to improve employee performance. The work environment is a condition that exists around the workplace that will affect employees both directly and indirectly and has a major impact on employee performance. A good work environment will provide a sense of security and comfort to employees so that there is a sense of enthusiasm and passion for employee work that can produce good performance. In addition, most employees prefer to work in clean and relatively modern facilities and with adequate tools and equipment.

The working environment will be conducive if the lighting, temperature, humidity, air circulation, mechanical vibration, unpleasant odor, color scheme, corrugation, music and safety in the workplace [15]. That the performance of an employee will be effective if the surrounding environment supports both in terms of air temperature, sound or noise, supportive odor and safety of the workplace. Based on observations, at PT BIG the working environment shows a fairly good working environment condition. This is shown by the company's facilities such as equipment available for work, cleanliness of the room and lighting are quite good, because the lights in some rooms are a little dim, and the relationship between employees is quite good. Although the working environment does not produce, the working environment directly affects the performance of employees who carry out the production process. Incompatibility of the working environment can cause obstacles for employees in doing their work so that employees cannot do their work optimally (effectively and efficiently).

Poor working environment conditions can require more energy and time and make work inefficient. A good and adequate working environment can also encourage employees to produce better performance. Conversely, if the working environment is inadequate, it can reduce employee performance. In an organization, an adequate working environment is taken very seriously. This is because the working environment is one of the factors that affects a person's performance, a good working environment will provide a sense of security and comfort to employees, so that there will be work enthusiasm and enthusiasm for employees to carry out their work [16].

The working environment in a company or organization is very important to pay attention to [17] a good management system, even though the working environment does not carry out the production process in a company, but the working environment has a direct influence on employees who carry out the production process. A working environment that focuses on employees in improving performance, on the other hand, an inadequate working environment can reduce employee performance which can ultimately reduce employee work motivation. A working environment condition is said to be good if it can carry out activities optimally, healthily, comfortably and safely. Furthermore, a less than good working environment can cause inefficiency in a work system design, a working environment pattern is a pattern of actions of organizational members that directly or indirectly affect the effectiveness of the organization, which includes performance and productivity, absenteeism and turnover, and organizational membership.

The results of the study indicate that the work environment has a positive effect on work productivity [12]; the work environment has a negative and significant effect on employee performance at BPPSDMP Ministry of Agriculture Jakarta [18]; the work environment affects the performance of employees of PT Gran Handa Indonesia [19]; the quality of the work environment at PT X will have a positive effect on the performance of its employees [13]; the work environment has a significant positive effect on employee performance [20]; the work environment partially affects employee performance [21]; the work environment has a positive and significant effect on the performance of employees of PT. Hazara Cipta Pesona [22]; the work environment has a positive effect (10,873) and is significant on the performance of employees of PT. INKA Solusi Multi Madiun [23] ; there is a significant relationship between the work environment and performance [24]. Other studies that are not in line that there is a positive and insignificant effect between the work environment on the performance of employees of the West Bekasi District Office [25] ; partially that partially does not have a significant effect on employee performance.

Another factor that affects employee performance is the job satisfaction factor. Job satisfaction is basically something that is individual, each individual has a different level of satisfaction according to the value system that applies to him. [4]. A person's performance is influenced by the level of job satisfaction they have. A person's job satisfaction is also influenced both from within and from outside.

Job satisfaction is a feeling that supports or does not support the employee related to his work or his condition [26] . Many factors need attention in analyzing a person's job satisfaction. If in his work a person has autonomy or acts, there is variation, makes an important contribution to the success of the organization and employees get feedback on the results of the work they do, the person concerned will feel satisfied. It can be seen that an important factor in ensuring the success and survival of an organization is employee satisfaction, if employee satisfaction has been achieved it has a positive impact on employee performance. Job satisfaction is one of the very important factors in getting optimal work results. When someone feels satisfaction in working, of course he will try as hard as possible with all his abilities to complete his work tasks.

Job satisfaction is an emotional attitude that is pleasant and loves work [27] . This attitude is reflected by work morale, discipline, and work performance. This satisfaction is enjoyed in work, outside work, and a combination of inside and outside work. Leaders can increase employee job satisfaction by changing the way to motivate employees such as by changing the way of communicating, becoming a role model, giving responsibility to employees , giving opportunities to all employees to develop their potential.

Job satisfaction is quite an interesting and important issue, because high satisfaction is a characteristic of a well-managed organization and is basically the result of effective leadership . Each individual has a different level of satisfaction. Each individual has a different level of satisfaction

according to their desires and value systems . The more aspects of their work that are in accordance with the desires and value systems adopted by the individual, the higher the level of satisfaction obtained. The higher the assessment of the activity is felt to be in accordance with the individual's desires, the higher their satisfaction with the activity [28]. An individual's assessment of their current position and feeling dissatisfied can trigger someone to look for another job.

Job satisfaction is important to study in the study of organizational behavior, because by knowing job satisfaction, it will be easier for organizations to develop their organizations. Job satisfaction is a form of pleasure in what has been done, but job satisfaction is subjective. With a sense of satisfaction in working, employees will display a good personality in the company, positive performance that satisfies the company and a willingness to strive for a high level of work productivity for the benefit of the company, as well as facilitating the achievement of company goals.

Research results shows that there is a significant influence between job satisfaction on employee performance [29]; there is a significant influence of job satisfaction on employee performance at the Gradiska Savings and Loan Cooperative, Tuntang District, Semarang Regency, [30]; job satisfaction has a significant influence on employee performance at CV Union Event Planner Surabaya [31]; job satisfaction has a positive and significant influence on employee performance at PT Pos Langsa [32]; job satisfaction has a positive and significant influence on work productivity simultaneously and partially [33] ; job satisfaction has an influence on employee performance. [34]; job satisfaction has an influence on employee performance [35].

Various studies have shown that organizations that have more satisfied employees tend to have higher employee productivity than organizations that have less satisfied employees . In terms of job satisfaction, factors that influence job satisfaction are opportunities for advancement, job security, salary, company and management, intrinsic and job factors, working conditions, social aspects of work, communication, and facilities [36].

Based on observations, employee job satisfaction at PT BIG Brebes is not yet optimal. The results of the author's initial observations showed pressure from superiors to subordinates who gave targets that were too *over*, the division of work was imposed, *rewards* were given only to employees in group B. Factors that influence job satisfaction are in the form of opportunities to develop self-abilities, promotion opportunities, and recognition. The impact of not achieving job satisfaction is, decreased productivity, employee turnover. Usually, dissatisfied employees will not think twice about leaving a company.

3. METHOD STUDY

The research approach applied is a quantitative method based on the philosophy of positivism, which focuses on objective measurements and uses numerical data to assess the relationship between variables. The research design is *ex post facto*, which is research that does not directly manipulate the independent variable, because the variable has already occurred and cannot be changed. This design allows researchers to analyze the influence that occurs naturally on the dependent variable without direct intervention.,The subjects of this study were all employees of the production department at PT BIG Brebes, with a sampling technique using the random sampling method to ensure that each member of the population has an equal chance of being selected as a research sample. In determining the number of samples, the researcher used the Slovin formula with a margin of error of 10%, so that a sample of 99 respondents was obtained. This study used primary data obtained through filling out a questionnaire by respondents. This questionnaire instrument was designed with a Likert scale to measure the level of respondent agreement or disagreement with each statement submitted related to the research variables.

The data collection process was carried out through several methods, namely direct observation, interviews, and questionnaire distribution. Observation was used to obtain a direct picture of the work environment conditions, while interviews were conducted to dig deeper information about respondents' perceptions and experiences related to competence, work environment, and job satisfaction. The questionnaire was the main instrument developed to measure variables that were hypothesized to have an influence on employee performance. In this process, researchers also conducted validity and reliability tests to ensure that the instruments used could produce consistent and accurate data. Data analysis in this study was conducted using multiple linear regression analysis

with the help of SPSS statistical software. This technique is used to determine the effect of each independent variable (competence, work environment, and job satisfaction) on the dependent variable (employee performance), both partially and simultaneously. In addition, validity and reliability tests are conducted to ensure that the research instrument can produce accurate and consistent data. Validity tests evaluate whether the questionnaire can measure the intended variables correctly, while reliability tests check the consistency of the results obtained from the instrument.

4. RESULTS AND DISCUSSION

a. Research Instrument Test

Validity Test

Validity testing is conducted to assess the validity of an instrument, in this case a questionnaire. A questionnaire is said to be valid if the questions or statements in it are able to measure the aspects that the questionnaire wants to measure [21]. Validity testing usually involves correlating the scores of question items or statements with the total score of the construct measured by the questionnaire. If the r-count value is greater than the r-table at a significance of 0.3961, then the question item or statement is considered valid. Based on the results of the questionnaire trial conducted on 30 respondents (n = 30) at a test level of $\alpha = 0.05$ having $df = n-2 = 28$ so that $r \text{ table} = r (1/2 \alpha, n-2) = r (0.05, 28) = 0.3610$. Based on the output of the reliability analysis results, it can be seen that 20 indicator statement items on the tested variables are all valid, because each has a calculated r value > r table (Corrected Item - Total Correlation) > 0.3610). The valid instrument is continued to the next research test stage. The following are the results of the validity test:

Table 1. Validity Test Results

Questionnaire Items	Competence (X ₁)	Work environment (X ₂)	Job satisfaction (X ₃)	Employee performance (Y)	Mark r table	Caption
1	.494	.716	.575	.607		
2	.596	.601	.570	.668		
3	.795	.663	.671	.583		
4	.778	.564	.723	.518		
5	.409	.742	.405	.600		
6	.851	.733	.583	.513		
7	.811	.705	.591	.696		
8	.867	.717	.634	.639		
9	.786	.461	.696	.567		
10	.724	.537	.790	.529		
11	.834	.482		.671		
12	.831	.470		.688	0.3610	Valid
13		.513		.581		
14		.649		.744		
15		.736		.517		
16		.428				
17		.491				
18		.537				
19		.437				
20		.447				
21		.442				
22		.405				
23		.456				
24		.440				

Source: Processed data

Based on table 1, it indicates that all variables have a calculated r value above the r table of 0.3610, which means that all instruments are valid.

Reliability Test

The following are the results of the reliability test.

Table 2. Reliability Test Results

Variables	Cronbach's Alpha	Critical Value	Information
Competence (X ₁)	0.941	0.6	Reliable
Work Environment (X ₂)	0.924	0.6	Reliable
Job Satisfaction(X ₃)	0.885	0.6	Reliable
Employee Performance (Y)	0.924	0.6	Reliable

Source: Processed data

Based on table 2, the results of the reliability test, all variables are reliable because *the Cronbach's Alpha* value is ≥ 0.60 . Therefore, the statement instrument in this study is said to be reliable or can be trusted as a measuring tool for variables and can be used for further testing.

Normality Test

The following are the results of the normality test.

Table 3. Normality Test Results

One-Sample Kolmogorov-Smirnov Test			Unstandardized Residual
N			99
Normal Parameters	Mean		.0000000
a,b	Std. Deviation		2.07647201
Most Extreme Differences	Absolute		.125
	Positive		.125
	Negative		-.062
Test Statistics			.125
Asymp. Sig. (2-tailed)			.001 ^c
Monte Carlo Sig. (2-tailed)	Sig.		.080 ^d
	99% Confidence Interval	Lower Bound	.073
		Upper Bound	.086

Source: Processed data

Based on the test results in table 9, the *Kolmogorov-Smirnov* value indicated by Monte Carlo Sig. (2-tailed) is above 0.05 or 5%, which is 0.080, so the variables in this study are normally distributed, which means that the normality assumption is met.

Multicollinearity Test

Multicollinearity test is used to determine the presence of multicollinearity problems by analyzing the magnitude of *the Variance Invelantions Factor* (VIF) and Tolerance. If $VIF > 10$, it means that there is a correlation between independent variables and vice versa. Then if the VIF value < 10 , it means that there is no correlation between variables. The following are the results of the multicollinearity test.

Table 4. Multicollinearity Test Results

Model	Coefficients ^a	
	Tolerance	VIF
1 Competence_X1	.551	1,813
Work Environment_X2	.590	1,694
Job_Satisfaction_X3	.583	1,715

a. Dependent Variable: Employee_Performance_Y

Source: Processed data

The results of the Collinearity Statistics analysis on this model reveal the Tolerance and VIF

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(Variance Inflation Factor) statistics for each variable. Low Tolerance indicates a high level of multicollinearity, while high VIF also indicates the presence of multicollinearity in the model. The VIF value of each independent variable is ≤ 10 and the Tolerance value is ≥ 0.10 .

Heteroscedasticity Test

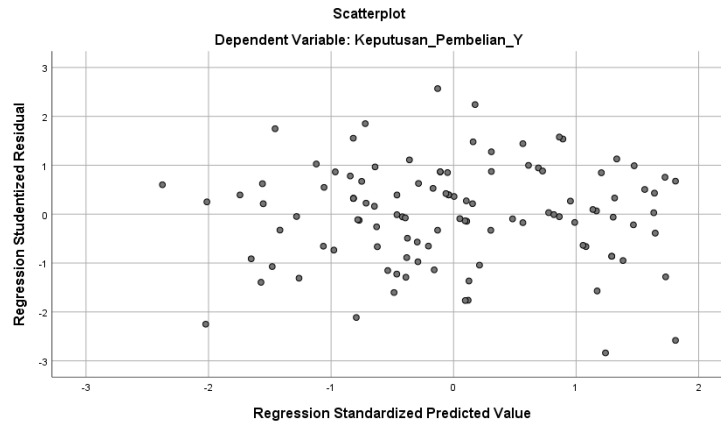


Figure 1. Heteroscedasticity Test Results

The scatterplot in Figure 1 shows that there is no heteroscedasticity, as the points are spread randomly and do not form a clear pattern. This result aligns with the expectations of the heteroscedasticity test, where the points are distributed both above and below the Y-axis without following any specific pattern. This indicates that heteroscedasticity is not present in this study. Heteroscedasticity test is used to determine whether there is inequality of variance between the residuals of one observation to another. Identification of the presence or absence of heteroscedasticity in this study is carried out by looking at the presence or absence of a certain pattern in the *scatterplot* graph between SRESID and ZPRED and using the *Spearman* Heteroscedasticity test. The following are the results of the heteroscedasticity test [37].

Partial t-Test

The following are the results of the t-test (partial).

Table 5. Result of t-Test (Partial)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	5,865	2,441		2.403	.018
Competence_X1	.205	.048	.212	4.264	.000
Work Environment_X2	.216	.031	.340	7,069	.000
Job_Satisfaction_X3	.618	.056	.536	11,053	.000

a. Dependent Variable: Employee_Performance_Y

Source: Processed data

Based on table 5, the t table value (df = nk) or (df = 99-3-1) at the 0.05 test level is known to be 1.98525 (see the t table attachment). Based on the comparison of the calculated t value with the t table, the calculated t value of competency (X1) is obtained $>$ t table (4.264 $>$ 1.98525). In addition, the significance value (Sig) of the competency variable (X1) is 0.000 $<$ Sig value. 0.05, which means that there is a positive and significant influence of the competency variable on employee performance at PT BIG.

The probability value of the independent variable, namely the work environment (X2), is 7.069 at the test level $\alpha = 5\%$. While the t table value (df = nk) or (df = 99-3-1) at the test level of 0.05 is known to be 1.98525 (see the attached t table). Based on the comparison of the calculated t value with the t table, the calculated t value of the work environment (X2) is obtained $>$ t table (7.069 $>$ 1.98525). In addition, the significance value (Sig) of the work environment variable (X2) is

also obtained at $0.000 < \text{Sig value. } 0.05$, at the test level $\alpha = 5\%$, which means that there is a positive and significant influence of the work environment variable on employee performance at PT BIG.

The probability value of the independent variable, namely job satisfaction (X3) is 11.053 at the test level $\alpha = 5\%$. While the t table value (df = nk) or (df = 99-3-1) at the test level of 0.05 is known to be 1.98525 (see the t table attachment). Based on the comparison of the calculated t value with the t table, the calculated t value of job satisfaction (X3) is obtained $> t$ table ($11.053 > 1.98525$). In addition, the significance value (Sig) of the job satisfaction variable (X3) is also obtained at $0.000 < \text{Sig value. } 0.05$, at the test level $\alpha = 5\%$, which means that there is a positive and significant influence of the job satisfaction variable on employee performance at PT BIG.

This means that the dependent variable, namely employee performance, is greatly influenced by the independent variables, namely competency variables, work environment, and job satisfaction. If one of the independent variables is absent, employee performance at PT BIG will decline. Based on the results of multiple linear regression analysis, the following multiple linear regression equation was obtained : $Y = 5.865 + 0.205 X1 + 0.216 X2 + 0.618 X3 + e$

- a. The constant value of $\alpha = 5.865$, shows a positive number which indicates that if the value of the regression equation of competence, work environment, and job satisfaction is considered constant, then the average employee performance at PT BIG will increase by 5.865.
- b. competency coefficient value of $\beta_1 = 0.205$, shows a positive number, meaning that if competency increases by one unit, employee performance will increase by 0.205 and vice versa. Assuming the work environment and job satisfaction are in constant condition. In other words, if the work environment and job satisfaction have a fixed value (do not change), then every increase in competency will increase employee performance at PT BIG by 0.205.
- c. The work environment coefficient value of $\beta_2 = 0.216$, shows a positive number, meaning that if the work environment increases by one unit, employee performance will increase by 0.216 and vice versa. Assuming competence and job satisfaction are in constant condition. In other words, if competence and job satisfaction have fixed values (do not change), then every increase in the work environment will increase employee performance at PT BIG by 0.216.
- d. The job satisfaction coefficient value of $\beta_3 = 0.618$, shows a positive number, meaning that if job satisfaction increases by one unit, employee performance will increase by 0.618 and vice versa. Assuming competence and work environment are in constant condition. In other words, if competence and work environment have fixed values (do not change), then every increase in job satisfaction will increase employee performance at PT BIG by 0.618.

Simultaneous Test

The following are the results of the simultaneous test.

Table 6. Simultaneous Test Results (F)

Model	ANOVA ^a				
	Sum of Squares	df	Mean Square	F	Sig.
Regression	2826.177	3	942,059	211,799	.000 ^b
Residual	422,550	95	4.448		
Total	3248.727	98			

a. Dependent Variable: Employee_Performance_Y

b. Predictors: (Constant), Job_Satisfaction_X3, Work_Environment_X2, Competence_X1

Source: Processed data

Based on table 6, the results of the Simultaneous Test (F Test), are indicated by a significance level of 0.000. The resulting significance value is smaller than 0.05 or $F \text{ table} > F \text{ count} = 211,799 > 2.47$. The F table of 2.47 was obtained by looking at the F table with a degree of $df = 1 (99-3-1)$ at a significance level of 0.05.

The significance of the influence of independent variables simultaneously (together) on the dependent variable is done by looking at the calculated F probability (Sig. F value) of all independent variables at the test level $\alpha = 5\%$. If the calculated F probability is smaller than the research test level (Sig. $F < \alpha$) then H_0 is rejected and H_a is accepted, which means that the

independent variables simultaneously (together) have a significant influence on the dependent variable.

Because the value of significance in the Anova test is greater than 0.000 below 0.05 and $F_{table} > F_{count}$, then you can the conclusion is that H_0 is rejected **and H_a is accepted**, meaning that there is an influence on the way **in which** together with the variables of competence, work environment, and job satisfaction on employee performance, this means that the variables vary Employee performance at PT BIG can be explained in a significant way by competency, work environment and job satisfaction.

Determination Test (R^2)

Table 7. Determination Test Results

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.933a	.870	.866	2.10900

a. Predictors: (Constant), Job_Satisfaction_X3, Work_Environment_X2, Competence_X1
b. Dependent Variable: Employee_Performance_Y

Source: Processed Data

Based on table 7, the determination coefficient (KD) is used to measure how much the *independent* variable is able to explain the *dependent variable*. From Table 4.8, the Adjusted R Square value is 0.866 or 86.6%, meaning that the *independent* variables of competence (X1), work environment (X2) and job satisfaction (X30, in explaining and predicting employee performance variables (Y) are 86.6%, and the remaining 13.40% is explained by other variables outside the study.

Discussion of Research Results

a. The influence of competence on employee performance at PT BIG

The results of this study prove that competence has a positive and significant effect on employee performance at PT BIG Brebes Regency, meaning that **the first hypothesis can be accepted**. The results of this study prove that competence has a positive and significant influence on employee performance at PT BIG Kabupaten Brebes. In this context, the competence in question includes the abilities, knowledge, and skills possessed by employees in carrying out their duties and responsibilities. From the data obtained and analyzed using appropriate statistical methods, it was found that increasing employee competence is positively correlated with increasing their performance. This means that the higher the competence possessed by employees, the better the performance they show in their daily work.

This study strengthens the first hypothesis proposed in the study, namely that there is a positive and significant relationship between employee competence and performance. The empirical evidence found shows that competence is not just a supporting factor, but is one of the key factors in determining how effectively and efficiently an employee can work. In other words, employees who have high competence tend to show better work performance, are more productive, and are able to achieve targets or goals set by the company.

These findings have important implications for the management of PT BIG Kabupaten Brebes. In an effort to improve employee performance, companies can focus on competency improvement strategies through appropriate training and development. Training programs designed to improve employees' technical skills, industry knowledge, and managerial abilities can be valuable investments. By paying attention to employee competency development, companies can improve not only individual performance but also the overall performance of the organization, which will ultimately contribute to the achievement of strategic goals and long-term success of PT BIG Kabupaten Brebes.

The results of this study are in line with previous studies such as: competence has a positive and significant effect on employee performance at PT Sosro Medan [8]; competence partially has a positive and significant effect on employee performance at PT Nikomas Gemilang Div. Sukses Permata Indonusa [6]; work competence has a positive and significant effect on employee

performance [7] ; competence has a significant effect on employee performance [9]; competence has a significant effect on employee performance at PT Nikomas Gemilang DIV. Sukses Permata Indonusa [10].

b. The influence of the work environment on employee performance at PT BIG

The results of this study prove that the work environment has a positive and significant effect on employee performance at PT BIG Brebes Regency , meaning that ***the second hypothesis can be accepted***. The results of this study prove that the work environment has a positive and significant effect on employee performance at PT BIG Brebes Regency. The work environment in question includes various physical and non-physical aspects in the workplace that can affect employee comfort, motivation, and productivity. From the data analysis conducted, it was found that good and supportive work environment conditions can significantly improve employee performance. This means that employees who work in a conducive environment tend to show higher work performance compared to those who work in a less supportive environment.

This study confirms the second hypothesis proposed in the study, namely that there is a positive and significant relationship between the work environment and employee performance. Empirical evidence obtained shows that factors such as adequate work facilities, a comfortable work atmosphere, harmonious relationships between employees, and support from management all contribute to improving employee performance. A positive work environment not only increases productivity but also increases employee job satisfaction, loyalty, and commitment to the company.

The implications of these findings are very important for the management of PT BIG Kabupaten Brebes. To improve employee performance, companies must ensure that their work environment supports and motivates employees to achieve the best results. This can be done by improving work facilities, creating a positive work atmosphere, encouraging effective communication and cooperation among employees, and providing adequate support and appreciation. By creating an optimal work environment, companies can improve individual and team performance, which will ultimately have a positive impact on the overall performance of the organization and help the company achieve its strategic goals.

The results of this study are in line with previous studies such as: the work environment has a positive effect on work productivity [12]; the work environment has a negative and significant effect on employee performance at BPPSDMP Ministry of Agriculture Jakarta [18]; the work environment has an effect on employee performance at PT Gran Handa Indonesia [19]; the quality of the work environment at PT X will have a positive effect on the performance of its employees [13]; the work environment has a partial effect on employee performance [21]; the work environment has a positive and significant effect on employee performance at PT. Hazara Cipta Pesona [22]; the work environment has a positive (10,873) and significant effect on employee performance at PT. INKA Solusi Multi Madiun [23]; there is a significant relationship between the work environment and performance [24]

c. The influence of job satisfaction on employee performance at PT BIG

The results of this study prove that job satisfaction has a positive and significant effect on employee performance at PT BIG Brebes Regency , meaning that ***the third hypothesis can be accepted***. The results of this study prove that job satisfaction has a positive and significant effect on employee performance at PT BIG Brebes Regency. Job satisfaction in question includes positive feelings felt by employees towards their work, including satisfaction with salary, working conditions, relationships with coworkers and superiors, and opportunities for development. From the data analysis conducted, it was found that a high level of job satisfaction correlates with increased employee performance. This means that employees who are satisfied with their work tend to show better and more productive work performance.

This study confirms the third hypothesis proposed in the study, namely that there is a positive and significant relationship between job satisfaction and employee performance. Empirical evidence obtained shows that when employees are satisfied with various aspects of their work, they are more motivated to work harder, more committed, and more likely to make maximum contributions to the company. Job satisfaction not only impacts individual performance but also improves overall team morale and spirit, creating a more harmonious and productive

work environment.

The implications of these findings are very important for the management of PT BIG Kabupaten Brebes. To improve employee performance, companies must focus on efforts to improve job satisfaction. This can be done by offering fair compensation, creating a positive work environment, providing career development opportunities, and ensuring that employees feel valued and recognized for their contributions. By improving job satisfaction, companies can not only improve individual and team performance but can also reduce employee turnover, increase loyalty, and ultimately improve the overall performance of the organization. This will help PT BIG Kabupaten Brebes achieve strategic goals and maintain long-term business sustainability.

The results of this study are in line with previous studies such as: there is a significant influence between job satisfaction on employee performance [29]; there is a significant influence of job satisfaction on employee performance at the Gradiska Savings and Loan Cooperative, Tuntang District, Semarang Regency, [30]; job satisfaction has a significant influence on employee performance at CV Union Event Planner Surabaya [31] ; job satisfaction has a positive and significant influence on employee performance at PT Pos Langsa [32] ; job satisfaction has a positive and significant influence on work productivity simultaneously and partially. [33]; job satisfaction has an influence on employee performance. [34]; job satisfaction has an influence on employee performance [35].

d. The influence of competence, work environment, and job satisfaction together on employee performance at PT BIG

The results of this study prove that competence, work environment, and job satisfaction have a positive and significant effect on employee performance at PT BIG Brebes Regency, meaning that ***the fourth hypothesis is accepted***. The results of this study prove that competence, work environment, and job satisfaction together have a positive and significant effect on employee performance at PT BIG Brebes Regency. The combination of these three factors creates a strong synergy, which encourages employees to work more effectively and efficiently. Research data shows that employees who have high competence, work in a supportive environment, and are satisfied with their jobs tend to show better performance. This means that improvements in one or more of these factors can contribute significantly to improving overall performance.

This study strengthens the fourth hypothesis proposed in the study, namely that competence, work environment, and job satisfaction are jointly positively and significantly related to employee performance. The empirical evidence obtained shows that these three factors support and complement each other in influencing employee performance. For example, employees with high competence will be better able to utilize a good work environment to achieve optimal results, and job satisfaction will motivate them to continue to improve their performance.

The implications of these findings are very important for the management of PT BIG Kabupaten Brebes. The company must develop a comprehensive strategy that includes improving competency, improving the work environment, and increasing job satisfaction. This can be done through training and development programs to improve employee skills and knowledge, improving facilities and work atmosphere, and fair policies and appropriate rewards for employees. By considering these three aspects simultaneously, the company can create a conducive environment for employees to achieve maximum performance.

The overall findings of this study indicate that a holistic approach that integrates competency, work environment, and job satisfaction is the key to improving employee performance at PT BIG. Effective management of these three factors will not only improve individual performance but will also contribute to improving overall organizational performance. Thus, the company can achieve its strategic goals, increase productivity, and maintain business sustainability in the long term. This study provides strong empirical evidence that investing in employee development and a good work environment is the right step to achieve organizational success.

5. CONCLUSION

Based on the results of the study and discussion, it can be concluded that competence has a positive and significant effect on employee performance at PT BIG with a calculated t value > t table

(4.264 > 1.98525) and a significance value of 0.000 < Sig. value 0.05. The amount of contribution of competence to employee performance at PT BIG is 20.5%. The work environment has a positive and significant effect on employee performance at PT BIG with a calculated t value > t table (7.069 > 1.98525) and a significance value of 0.000 < Sig. value 0.05. The amount of contribution of the work environment to employee performance at PT BIG is 21.6%. Job satisfaction has a positive and significant effect on employee performance at PT BIG Brebes Regency with a calculated t value > t table (11.053 > 1.98525) and a significance value of 0.000 < Sig. value 0.05. The contribution of job satisfaction to employee performance at PT BIG Brebes Regency is 61.8%. Competence, work environment, and job satisfaction together influence employee performance at PT BIG Brebes Regency by 86.6%, the remaining 13.3% is influenced by other variables not studied.

Suggestion

Based on the research results, suggestions are put forward to support the improvement of employee performance at PT B IG Kabupaten Brebes. The first suggestion, for company management, is to focus on improving employee competency through ongoing training programs. Given that competency has a significant influence on performance, companies should implement a performance evaluation system that integrates competency assessments and provides awards for employees who show improvement. This step is expected to be able to strengthen the positive impact of competency on performance, so that the company can achieve more optimal results. Related to improving the work environment. Given that a good work environment contributes to employee performance, it is recommended that companies continue to improve the quality of the work environment, both in terms of physical aspects, such as adequate facilities and comfortable workspaces, and non-physical aspects, such as a positive work culture. In addition, satisfaction surveys related to the work environment need to be conducted periodically to identify aspects that need improvement. This is expected to maintain motivation and increase employee productivity as a whole. Furthermore, companies are advised to improve employee job satisfaction by adjusting policies that support a balance between work and personal life. For example, companies can provide incentives, awards, and better career development opportunities. This policy that prioritizes employee welfare aims to increase job satisfaction, which will ultimately have a positive impact on their performance. For employees, it is recommended to continue to develop their competence independently and maintain good working relationships with colleagues and superiors. Active participation in a positive work environment and efforts to improve personal competence will help them achieve better performance and contribute to the progress of the company.

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