The Influence of Motivation, Competence, and Work Environment on Employee Performance through Job Satisfaction as an Intervening Variable at the Ministry of Investment / BKPM (Badan Koordinasi Penanaman Modal) of the Republic of Indonesia in 2023

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Abstract

Researchers took the title The Influence Of Motivation, Competence, and Work Environment On Employee Performance Through Job Satisfaction As An Intervening Variable At The Ministry Of Investment / BKPM (Badan Koordinasi Penanaman Modal) Of The Republic Of Indonesia. The sample size was 126 respondents. The analysis method used is quantitative using SEM. The results showed 1) Motivation and Competence have a positive and significant effect on Job Satisfaction; 2) Work Environment has a positive and insignificant effect on Job Satisfaction; 3) Motivation and Competence have a positive and significant effect on Employee Performance; 4) Work Environment has a positive and insignificant effect on Employee Performance; 5) Motivation, Competence and Work Environment have an insignificant effect on employee performance through job satisfaction; 6) Job Satisfaction has a positive and insignificant effect on Employee Performance.

I. Introduction

One factor that can be used to improve employee performance is motivation. A leader and personnel division must be able to create suitable for employees to have high motivation in completing their tasks and work, because with high work motivation employees will be encouraged to work as much as possible by working hard and providing all abilities and skills to achieve organizational goals (Prabu and Wijayanti, 2016).

Competency can also be interpreted as the ability to carry out or perform a job or task based on the skills and work knowledge requested by the job. The focus of competence is to utilize knowledge and work skills to achieve optimal performance (Wibowo, 2019). In general, competence can be understood as a combination of skills, personal attributes, and knowledge that is reflected through performance behaviors that can be observed, measured, and evaluated.

The work environment is the condition around the workplace both physically and non-physically that can give a pleasant, secure and reassuring impression (Afandi, 2018). The work environment is believed to affect employees in carrying out and doing the work they are responsible for. A safe and comfortable work environment makes employees not feel disturbed and enthusiastic at work.

Taking a research place at the Ministry of Investment of the Republic of Indonesia because investment is one of the vital economic activities in economic growth, especially after Covid-19. Therefore, human resources in the organizational structure need to have a decent and sustainable HR climate.

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In the 2020 performance report of the Investment Coordinating Board (BPKM), it is said that the challenges in BPKM are First, the acceleration of business licensing in Ministries/Institutions (K/L) and local governments (Pemda) to accelerate investment realization. Second, the acceleration of capital goods and raw material import permits in the form of relaxation or extension of the period of import of capital goods and raw materials by a maximum of one year, recommendations for importing raw materials can be carried out by BKPM. Third, encourage the central and regional governments to divert part of their spending by purchasing goods and services produced by Micro, Small and Medium Enterprises (MSMEs) in the regions. Fourth, large investment relaxation facilities that drive sustainable impact for the economy and job creation. Fifth, maintaining the availability of domestic raw materials, especially for industries in the processing sector. Sixth, acceleration of export licensing to accelerate the increase in foreign exchange.

To answer and realize each program in solving challenges in BPKM, it needs to be supported by human resources or actors in the organizational structure at BPKM in order to produce optimal performance. The HR that becomes the attraction in this study is about the work motivation of an employee, the competencies possessed, the work environment and job satisfaction of the employees themselves. Four variables that are supporting factors for improving employee performance can be explained factors that come from outside an employee and factors that come from within a person. These two components, if they have been implemented and felt by employees, the purpose of BPKM to answer challenges can be achieved faster and through the right process.

The variables raised in this study in influencing employee performance, apparently cannot guarantee an increase in employee performance. This statement is evidenced by research results from previous studies that are different (research gap). The following researchers present the research gap.

Table 1. *Research Gap*

Name	Research results
Motivation to Performance	
Prakoso, A., & Efendi, S. (2022)	Work Motivation has a significant effect on employee performance
Edi Sugiono; Sugito Efendi; dan Al-Afgani (2021)	Work Motivation has an insignificant effect on employee performance
Competency to Performance	
Edi Sugiono; Sugito Efendi; dan Al-Afgani (2021)	Competency has a significant effect on employee performance
Rosmaini & Tanjung, (2019)	Competency has an insignificant effect on employee performance
Lingkungan Kerja terhadap Kinerja	
Efendi S & Prakoso A (2022)	The work environment has a significant effect on employee performance
Indriyanto dan Solovida (2020)	The work environment has an insignificant effect on employee performance

Source: Primary Data (2024)

The results of the research gap above are one of the attractions of researchers to cut the gab by including intervening variables, namely employee job satisfaction. Intervening

variables are variables whose position functions as an interrupter or between those located between independent (free) and dependent (bound) variables, so that independent variables cannot directly affect the change or emergence of dependent variables (Sugiyono, 2019). Robbins (2015) Job satisfaction as a positive feeling about a person's job that is the result of an evaluation of his characteristics. It is hoped that the presence of intervening variables can be an academic update. The hypotheses constructed, supporting theories and research methods used also mostly refer to the most recent reference year.

II. Literature Review

2.1 Employee Performance

The main theory of the Employee Performance variable used in this study is the theory from Kasmir (2019: 182), namely employee performance is the result of work and behavior of an individual that is seen within a certain period of time and is measured by his ability to fulfill the duties and responsibilities given according to established standards. Researchers are interested in using this theory because the work of an employee must be seen from the period of time when giving tasks then seen the process until completion. Then to explain the theory from Kasmir (2019), researchers used employee performance indicators from Mathis and Jackson (2018), namely 1) Quantity; 2) Quality; 3) Punctuality.

2.2 Motivation

The main theory of the variable Motivation used in this study is the theory of Sukrispiyanto (2019: 164) motivation can be explained as a formation of behavior characterized by forms of activity or activity through psychological processes, both influenced by intrinsic and extrinsic factors, which can direct him in achieving what he wants (goals). Researchers are interested in using this theory because an employee can carry out his work optimally and has high loyalty to the organization if employees get fair treatment, comfort, co-worker harmony and solid teamwork.

Then to explain the theory from Sukrispiyanto (2019), researchers used motivation indicators from Mangkunegara (2017: 101), namely 1) physiological needs, 2) security needs; 3) Social needs or a sense of belonging; 4) Self-esteem needs; 5) Self-actualization needs. But in this study not all indicators were used. The indicators used are 1) The need for a sense of security; 2) Self-esteem needs; 3) The need for self-actualization. The indicators used are considered more able to describe the real situation at the place of research and on consideration of the use of indicators for other variables

2.3 Competency

The main theory of the Competency variable used in this study is the theory of Dessler (2018: 183), namely competence is the ability of an employee which can be seen from knowledge, skills, behaviors that can produce optimal performance and achievement. Researchers are interested in using this theory because an employee can carry out his work optimally and have achievements if equipped with hard skills and soft skills.

Then to explain the theory from Dessler (2018), researchers use competency indicators from Wibowo (2017: 286), namely 1) Skills, 2) Knowledge; 3) Social roles; 4) self-image; 5) Attitude. But in this study not all indicators were used. The indicators used are 1) Skills; 2) Knowledge; 3) Self-image. The indicators used are considered more able to describe the real situation in the place of research, already related to employee competence from the aspects of hard skills, soft skills and on consideration of the use of indicators for other variables.

2.4 Work Environment

The main theory of Work Environment variables used in this study is the theory from Sedarmayanti (2019: 194), namely the work environment is everything around employees who are directly affected to get a sense of security, comfort, and satisfaction in doing and completing the tasks given by superiors. Researchers are interested in using this theory because an employee can carry out his work optimally if his work environment is able to make him feel comfortable. A comfortable work environment is certainly not only a matter of a physical work environment, but non-physical as well.

Then to explain the theory from Sedarmayanti (2019), researchers use work environment indicators from Sedarmayanti (2019), namely the physical work environment and non-physical work environment. But in this study not all indicators were used. The indicators used are 1) Facilities; 2) Relationship with leadership; 3) Relationships among colleagues. The indicators used are considered more able to describe the real situation in the place of research, already related to the physical and non-physical work environment and on consideration of the use of indicators for other variables.

2.5 Job Satisfaction

The main theory of the Job Satisfaction variable used in this study is the theory from Robbins (2017: 415), namely job satisfaction is an attitude towards a person's job that shows the difference between the amount of appreciation workers receive and the amount they believe they should receive. Researchers are interested in using this theory because an employee can carry out his work optimally if the expectations and expectations of employees are in accordance with reality in the field and in accordance with organizational policies.

Then to explain the theory from Robbins (2017), researchers use job satisfaction indicators from Indisari (2017), namely 1) Satisfaction with the job itself; 2) Satisfaction with salary; 3) Promotional Opportunities; 4) Satisfaction with supervision; 5) Satisfaction with colleagues. But in this study not all indicators were used. The indicators used are 1) Satisfaction with the work itself; 2) Promotional Opportunities; 3) Satisfaction with supervision. The indicators used are considered more able to describe the real situation at the place of research and on consideration of the use of indicators for other variables.

III. Research Methods
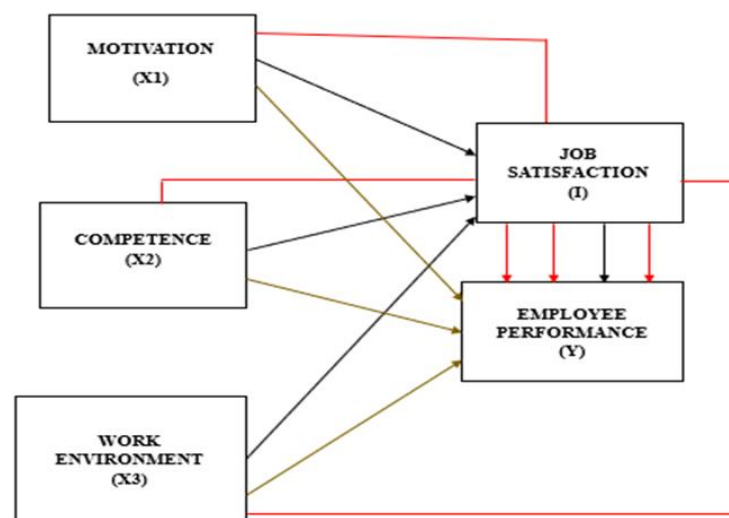
Source: Processed Data (2024)

Figure 1. *Research Framework*
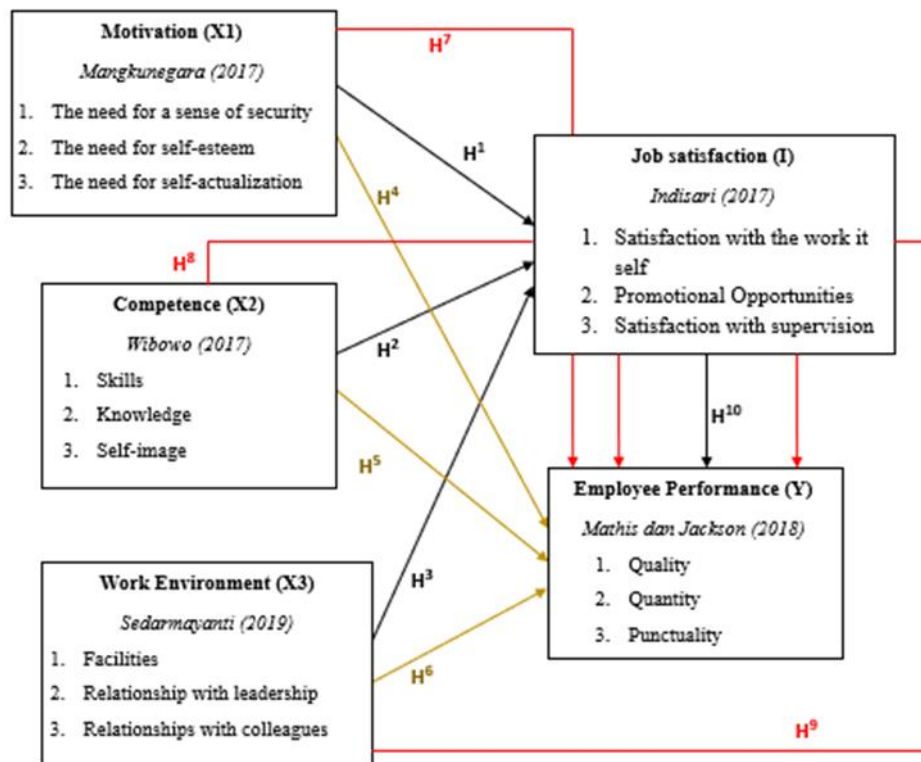
Source: Processed Data (2024)
Figure 2. Research Model Framework

3.1 Research Hypothesis

a. Motivation has a positive and significant effect on Job Satisfaction.
b. Competence has a positive and significant effect on Job Satisfaction.
c. Work Environment has a positive and significant effect on Job Satisfaction.
d. Motivation has a positive and significant effect on Employee Performance.
e. Competence has a positive and significant effect on Employee Performance.
f. Work Environment has a positive and significant effect on Employee Performance.
g. Motivation has a positive and significant effect on Employee Performance through Job Satisfaction.
h. Competency has a positive and significant effect on Employee Performance through Job Satisfaction.
i. Work Environment has a positive and significant effect on Employee Performance through Job Satisfaction.
j. Job Satisfaction has a positive and significant effect on Employee Performance.

3.2 Data Analysis Techniques

This type of research is quantitative research. The sampling system uses a google form that is distributed to 126 employees who have worked for more than two years. The collected data is then tested using SEM statistics.

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IV. Results and Discussion

4.1 SEM Analysis Results
a. Measurement Model Testing (CFA)
1. Validity Test

This validity test is carried out to measure whether the data obtained after the study is valid data or not, using the measuring instrument used (questionnaire). Here is a picture of validity testing.

Table 2. Factor Loading

			Estimate
MO.1	<---	Motivation	0.768
MO.2	<---	Motivation	0.717
MO.3	<---	Motivation	0.760
KO.1	<---	Competence	0.754
KO.2	<---	Competence	0.797
KO.3	<---	Competence	0.793
KK.1	<---	Job satisfaction	0.706
KK.2	<---	Job satisfaction	0.779
KK.3	<---	Job satisfaction	0.789
LK.1	<---	Work Environment	0.802
LK.2	<---	Work Environment	0.752
LK.3	<---	Work Environment	0.853
KP.1	<---	Employee Performance	0.836
KP.2	<---	Employee Performance	0.717
KP.3	<---	Employee Performance	0.887

Based on table 2 it can be seen that the loading factor value of each variable is not smaller than 0.70 so that it can be concluded that the indicator of each variable is declared valid.

2. Reliability Test

A research instrument is said to be reliable or reliable if the respondent's answers to questions are consistent or stable over time. Therefore, data that has been declared valid will be tested through reliability to see the consistency of each indicator.

Table 3. Reliability Data

No	Indicator	$\lambda : \lambda \geq$ 0,5	λ^2	Error =1- λ^2	CR $\geq$ 0,7	AVE $\geq$ 0,5	Conclusion
1	MO.1	0.768	0.589824	0.410176	5.245	0.561	Reliable
	MO.2	0.717	0.514089	0.485911			
	MO.3	0.760	0.5776	0.4224			
	Sum	**2.245**	**1.681513**	**1.318487**			
2	KO.1	0.754	0.568516	0.431484	5.344	0.611	Reliable
	KO.2	0.797	0.635209	0.364791			
	KO.3	0.793	0.628849	0.371151			
	Sum	**2.344**	**1.832574**	**1.167426**			
3	LK.1	0.802	0.643204	0.356796	5.407	0.645	Reliable
	LK.2	0.752	0.565504	0.434496			

	LK.3	0.853	0.727609	0.272391			
	Sum	**2.407**	**1.936317**	**1.063683**			
4	KK.1	0.706	0.498436	0.501564	5.274	0.576	Reliable
	KK.2	0.779	0.606841	0.393159			
	KK.3	0.789	0.622521	0.377479			
	Sum	**2.274**	**1.727798**	**1.272202**			
5	KP.1	0.836	0.698896	0.301104	5.440	0.667	Reliable
	KP.2	0.717	0.514089	0.485911			
	KP.3	0.887	0.786769	0.213231			
	Sum	**2.44**	**1.999754**	**1.000**			

Source: SEM Output and Processed Data (2024)

Based on table 3 of the results obtained from testing the reliability of the research instrument, the value of the reliability coefficient CR ☐ 0.7 and the value of AVE ☐ 0.5 can be concluded that this research instrument is reliable.
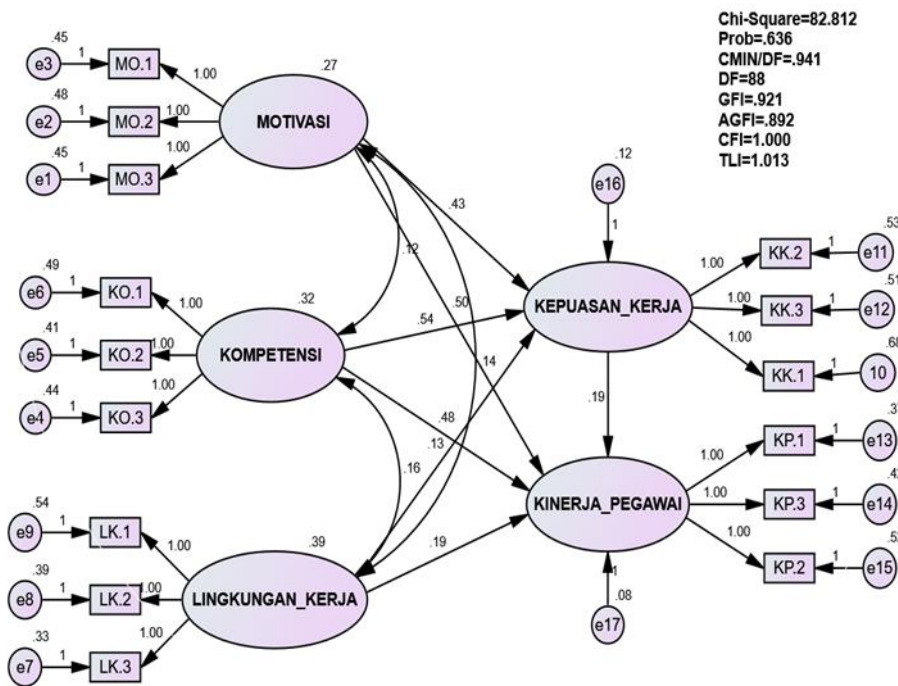
b. Model Suitability (GoF)

Figure 3. Structural Model
Source: SEM Output (2024)

Based on figure 3 above, it can be seen that the model construct in this study has met the suitability of the model shown with a prob value of 0.636 > 0.50. Overall, the model in the picture above can be described through model conformity testing or Goodness of Fit (GoF). Here are the results of GoF in this study.

Table 4. *Goodness of Fit Index*

GoF	*Cut Off Value*	AMOS Results	Conclusion
DF	> 0	88	*Goodness Of Fit*
Chi Square	≤ α .df (Expected < chi square	82.812	*Goodness Of Fit*

Statistic (X2)	table) Probability ≥ 0,05		
RMSEA	≤ 0,08	0.000	*Goodness Of Fit*
GFI	≥ 0,90	0.921	*Goodness Of Fit*
AGFI	≥ 0,90	0.892	*Marginal Of Fit*
CMIN/DF	< 2	0.941	*Goodness Of Fit*
TLI	≥ 0,95	1.013	*Goodness Of Fit*

Source: SEM Output (2024)

Based on table 4 it can be explained that only AGFI has Marginal Of Fit. Marginal Of Fit because the AGFI value is close to the AGFI Cut Off Value set because the AGFI value does not have a value far from the AGFI Cut Off Value, it can be tolerated and declared still in the ideal GOF category.

c. Structural Model Equation Test
The structural equation in this study is divided into two equations as follows.
1) First Equation
KK = 0.434 MO + 0.542 KO + 126 LK
From the above equation can be explained as follows.
a) Motivational regression coefficient of 0.434. This means that if Motivation increases by 1% then Job Satisfaction will increase by 0.434%.
b) Competency regression coefficient of 0.542. This means that if Competency increases by 1%, then Job Satisfaction will increase by 0.542%.
c) Work Environment regression coefficient of 0.126. This means that if the Work Environment increases by 1% then Job Satisfaction will increase by 0.126%.

2) Second Equation
KP = 0.497 MO + 0.485 KO + 0.190 LK + 0.186 KK
a) Motivational regression coefficient of 0.497. This means that if Motivation increases by 1%, then Employee Performance will increase by 0.497%.
b) Competency regression coefficient of 0.485. This means that if Competency increases by 1%, then Employee Performance will increase by 0.485%.
c) Work Environment regression coefficient of 0.190. This means that if the Work Environment increases by 1%, then Employee Performance will increase by 0.190%.
d) Job Satisfaction regression coefficient of 0.186. This means that if Job Satisfaction increases by 1%, then Employee Performance will increase by 0.186%.

d. Coefficient of Determination (*R Square*)

Table 5. *Squared Multiple Correlations*

Variable	Estimate
Job satisfaction	.670
Employee Performance	.815

Source: SEM Output (2024)

Based on table 5 above, it can be seen that the R Square value of Job Satisfaction is 0.670 which illustrates that the influence of Motivation, Competence and Work Environment on Job Satisfaction is 67% while the remaining 33% is influenced by other variables that are not included in this study.

The R Square value of Employee Performance is 0.815 which illustrates that the influence of Motivation, Competence, Work Environment and Job Satisfaction on Employee Performance is 81.5% while the remaining 18.5% is influenced by other variables that are not included in this study.

e. Test the Hypothesis

Table 6. *Regression Weights*

Dependent	Hub	Independent	Estimate	S.E.	C.R.	P
Job satisfaction	<---	Motivation	.434	.170	2.550	.011
Job satisfaction	<---	Competence	.542	.153	3.544	***
Job satisfaction	<---	Working Environment	.126	.134	.940	.347
Employee Performance	<---	Motivation	.497	.214	2.324	.020
Employee Performance	<---	Competence	.485	.218	2.224	.026
Employee Performance	<---	Working Environment	.190	.125	1.519	.129
Employee Performance	<---	Job satisfaction	.186	.272	.684	.494

Source: SEM Output (2024)

Based on table 6 above, the hypothesis can be interpreted as follows.
1) Motivation has a positive and significant effect on Job Satisfaction as evidenced by an estimated value of 0.434 (positive) and a P value of < 0.05 or 0.011 < 0.05 (significant). Then it can be concluded that the first hypothesis in the study was accepted.
2) Competency has a positive and significant effect on Job Satisfaction as evidenced by an estimated value of 0.542 (positive) and a P value of < 0.05 or *** (0.00001) < 0.05 (significant). Then it can be concluded that the second hypothesis in this study is accepted.
3) Work Environment has a positive and insignificant effect on Job Satisfaction as evidenced by an estimated value of 0.126 (positive) and a P value of > 0.05 or 0.347 > 0.05 (insignificant). Then it can be concluded that the third hypothesis in this study was rejected
4) Motivation has a positive and significant effect on Employee Performance as evidenced by an estimated value of 0.497 (positive) and a P value of < 0.05 or 0.020 < 0.05 (significant). Then it can be concluded that the fourth hypothesis in this study is accepted.
5) Competency has a positive and significant effect on Employee Performance as evidenced by an estimate value of 0.485 (positive) and a P value of < 0.05 or 0.025 < 0.05 (significant). Then it can be concluded that the fifth hypothesis in this study is accepted.
6) Work Environment has a positive and insignificant effect on Employee Performance as evidenced by an estimated value of 0.190 (positive) and a P value of > 0.05 or 0.129 > 0.05 (insignificant). Then it can be concluded that the sixth hypothesis in this study was rejected.
7) Job Satisfaction has a positive and insignificant effect on Employee Performance as evidenced by an estimated value of 0.186 (positive) and a P value of > 0.05 or 0.494 > 0.05 (insignificant). Then it can be concluded that the tenth hypothesis in this study was rejected

For testing the seventh to ninth hypotheses can be seen in the sobel test table below.

Table 7. Sobel Test

		Path Coefficient		Indirect Efect	Stadard Eror			t count	t table
					Direct	Indirect			
		a	b	a.b	sa	sb	Sab	t count	t table
MO-KK-	MO-KK	0.434		0.080724	0.17		0.130664808	0.61	1.97
KP	KK-KP		0.186			0.272			
KO-KK-	MO-KK	0.542		0.100812	0.153		0.155806242	0.64	1.97
KP	KK-KP		0.186			0.272			
LK-KK-	MO-KK	0.126		0.023436	0.134		0.05589483	0.42	1.97
KP	KK-KP		0.186			0.272			

Source: SEM Output and Processed Data (2024)

Based on table 7 it can be seen that the sobel test is carried out because the SEM output does not display directly how the influence of the independent variable on the dependent variable through the intervening variable. Therefore, it is necessary to do calculations manually where the numbers are also sourced from the SEM output.

1) Motivation has a positive and insignificant effect on employee performance through job satisfaction. This is evidenced by the value of t count > t table or 0.61 < 1.97 (insignificant). So the seventh hypothesis in this study was rejected.
2) Competency has a positive and insignificant effect on employee performance through job satisfaction. This is evidenced by the value of t count > t table or 0.64 < 1.97 (insignificant). So the seventh hypothesis in this study was rejected.
3) Work Environment has a positive and insignificant effect on employee performance through job satisfaction. This is evidenced by the value of t count > t table or 0.42 < 1.97 (insignificant). So the seventh hypothesis in this study was rejected.

4.2 Summary of Research Results

Table 8. Summary of Research Results

No	Hypothesis	Result	Conclusion
1	Motivation has a positive and significant effect on job satisfaction	Estimate = 0.434 P = .011	Accepted
2	Competency has a positive and significant effect on job satisfaction	Estimate = 0.542 P = ***	Accepted
3	The work environment has a positive and significant effect on job satisfaction	Estimate = 0.126 P = 0.347	Rejected
4	Motivation has a positive and significant effect on employee performance	Estimate = 0. 497 P = 0.020	Accepted
5	Competency has a positive and significant effect on employee performance	Estimate = 0.485 P = 0.026	Accepted
6	The work environment has a positive and significant effect on employee performance	Estimate = 0.190 P = 0.129	Rejected
7	Motivation has a positive and significant effect on employee performance through job satisfaction	$t_{count} = 0.61$ $t_{table} = 1.97$	Rejected
8	Competency has a positive and significant effect on employee performance through job satisfaction	$t_{count} = 0.64$ $t_{table} = 1.97$	Rejected
9	The work environment has a positive and	$t_{count} = 0.42$	Rejected

No	Hypothesis	Result	Conclusion
	significant effect on employee performance through job satisfaction	t $_{table}$ = 1.97	
10	Job satisfaction has a positive and significant effect on employee performance	Estimate = 0.186 P = 0.494	Rejected

Source: Processed Data (2024)

Based on table 8 it can be seen that there are four accepted hypotheses, namely hypotheses 1, 2, 4 and 5. Job Satisfaction fails to mediate Motivation, Competence and Work Environment on Employee Performance.

The variable that has the greatest influence in this study is the influence of Motivation on Employee Performance with an influence of 0.497. While the smallest influence is the influence of the Work Environment on Job Satisfaction with an influence of 0.126.

V. Conclusion

1. In the study, it was found that motivation has a positive and significant effect on job satisfaction. This shows that the higher the motivation factors, the higher the job satisfaction.
2. In the study, it was found that competence has a positive and significant effect on job satisfaction. This shows that the higher the Competency factors, the higher the Job Satisfaction.
3. In the study, it was found that the work environment has a positive and insignificant effect on job satisfaction. This shows that the lower the Work Environment factors, the lower the Job Satisfaction.
4. In the study, it was found that motivation has a positive and significant effect on employee performance. This shows that the higher the motivation factors, the higher the employee performance.
5. In the study, it was found that competence has a positive and significant effect on employee performance. This shows that the higher the competency factors, the higher the employee performance.
6. In the study, it was found that the work environment had a positive and insignificant effect on employee performance. This shows that the lower the Work Environment factors, the lower the employee performance.
7. In the study, it was found that motivation has an insignificant effect on employee performance through job satisfaction. This shows that the lower the motivation factors, the lower the job satisfaction which also has an impact on decreasing employee performance.
8. In the study, it was found that competence has an insignificant effect on employee performance through job satisfaction. This shows that the lower the Competency factors, the lower the Job Satisfaction which also has an impact on decreasing Employee Performance.
9. In the study, it was found that the Work Environment had an insignificant effect on employee performance through Job Satisfaction. This shows that the lower the Work Environment factors, the lower the Job Satisfaction which also has an impact on decreasing Employee Performance.
10. In the study, it was found that Job Satisfaction had a positive and insignificant effect on Employee Performance. This shows that the lower the Job Satisfaction factors, the lower the Employee Performance.

Suggestion

1. It is recommended that employee motivation be maintained and continuously improved, especially those related to the need for security, self-esteem needs and self-actualization needs, because quite a lot of respondents answered neutrally and did not agree with the three points above.

2. It is recommended that employee competence be further improved, especially in terms of knowledge, skills and self-image, because quite a lot of respondents answered neutrally and did not agree with the three points above.

3. It is recommended that the work environment be improved both in terms of facilities, relationships with leaders and relationships with colleagues, because quite a lot of respondents answered neutrally and disagreed with the three points above and the work environment has not been able to affect job satisfaction.

4. It is recommended that employee motivation be maintained and improved, especially in terms of aligning employee goals with organizational goals. This can be achieved by the organization paying attention to employee welfare, providing promotions or trainings that can support higher income.

5. It is recommended that employee competencies be maintained and improved such as placing employees according to their abilities and skills, so that employees can work comfortably and confidently.

6. It is recommended that the work environment be improved such as procuring adequate work facilities so that employees work more enthusiastically because the quality of the facilities provided in accordance with the workload can reduce employee work stress.

7. It is recommended that job satisfaction is further improved such as leaders always evaluating and providing input and advice on employee work so that employees feel a sense of attention and care for superiors towards subordinates. With employee feelings like this will increase employee satisfaction and be able to increase employee motivation.

8. Job satisfaction is further enhanced such as providing opportunities for employees to develop their careers. With such a gift, employees have a goal and enthusiasm to work harder. With this kind of employee feeling, it will increase employee satisfaction and be able to increase employee competence.

9. It is recommended that job satisfaction be further improved such as providing additional rewards or benefits for employee performance. So that employees feel satisfied with the results of their work because they are always appreciated by superiors. With employee feelings like this will increase employee satisfaction and be able to improve a comfortable work environment for employees.

10. It is recommended that job satisfaction be further improved such as satisfaction with the job itself, promotion opportunities and satisfaction with supervision, because quite a lot of respondents answered neutrally and did not agree with the three points above.

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