



The Influence Of Work Environment, Work Motivation, Work Skills On Employee Performance With Job Satisfaction As An Intervening Variable At PT. Sudira Makmur Indonesia

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Abstract. Human resources are one of the factors that greatly influence the development of a company. The success or failure of achieving organizational goals all depends on the ability of Human Resources or employees in the organization. These human resources are required to continue to be able to develop their abilities proactively in the organization. This study aims to determine whether the work environment, work motivation, work competence affects employee performance with job satisfaction as an intervening variable at Pt. Sudira Makmur Indonesia. Research was conducted on 32 employees using saturated sampling techniques. The data collection techniques used were primary data in the form of questionnaires and secondary data obtained through documentation studies. The data analysis technique uses quantitative data processed with the SPSS version 20 program, namely at the analysis stage of the data quality test, classical assumption test, hypothesis testing, determination coefficient test (R²) and path analysis. The results obtained in this study indicate (1) There is a significant influence between work environment variables on employee performance, (2) There is no significant influence between work motivation variables on employee performance, (3) There is a significant influence between work competency variables on employee performance, (4) There is no significant influence between work environment variables on job satisfaction, (5) There is a significant influence between work motivation variables on job satisfaction, (6) There is no significant influence between work competency variables on job satisfaction, (7) There is a significant influence between employee performance variables on job satisfaction, (8) Work environment variables through employee performance have a significant effect on job satisfaction, (9) Work motivation through employee performance has no effect on job satisfaction, (10) Work competence through employee performance has a significant effect on job satisfaction.

Keywords: Work Environment, Work Motivation, Work Competency, Employee Performance, Job Satisfaction

Abstrak. Sumber daya manusia merupakan salah satu faktor yang sangat mempengaruhi perkembangan suatu perusahaan. Berhasil atau tidaknya pencapaian tujuan organisasi semua bergantung pada kemampuan Sumber Daya Manusia atau karyawan dalam organisasi tersebut. Sumber daya manusia tersebut dituntut untuk terus mampu mengembangkan kemampuannya secara proaktif dalam organisasi. Penelitian ini bertujuan untuk mengetahui apakah lingkungan kerja, motivasi kerja, kompetensi kerja berpengaruh terhadap kinerja karyawan dengan kepuasan kerja sebagai variabel intervening pada Pt. Sudira Makmur Indonesia. Penelitian dilakukan terhadap 32 karyawan dengan menggunakan teknik sampling jenuh. Teknik pengumpulan data yang digunakan adalah data primer berupa angket dan data sekunder yang diperoleh melalui studi dokumentasi. Teknik analisis data menggunakan data kuantitatif yang diolah dengan program SPSS versi 20 yaitu pada tahap analisis uji kualitas data, uji asumsi klasik, uji hipotesis, uji koefisien determinasi (R²) dan analisis jalur. Hasil yang diperoleh dalam penelitian ini menunjukkan (1) Terdapat pengaruh yang signifikan antara variabel lingkungan kerja terhadap kinerja karyawan, (2) Tidak terdapat pengaruh yang signifikan antara variabel motivasi kerja terhadap kinerja karyawan, (3) Terdapat pengaruh yang signifikan antara kompetensi kerja variabel terhadap kinerja pegawai, (4) Tidak terdapat pengaruh yang signifikan antara variabel lingkungan kerja terhadap kepuasan kerja, (5) Terdapat pengaruh yang signifikan antara variabel motivasi kerja terhadap kepuasan kerja, (6) Tidak terdapat pengaruh yang signifikan antara variabel kompetensi kerja terhadap kepuasan kerja, (7) Terdapat pengaruh yang signifikan antara variabel kinerja pegawai terhadap kepuasan kerja, (8) Variabel lingkungan kerja melalui kinerja pegawai berpengaruh signifikan terhadap kepuasan kerja, (9) Motivasi kerja melalui kinerja pegawai tidak berpengaruh terhadap kepuasan kerja, (10) Kompetensi kerja melalui kinerja pegawai berpengaruh signifikan terhadap kepuasan kerja.

Kata Kunci: Lingkungan Kerja, Motivasi Kerja, Kompetensi Kerja, Kinerja Pegawai, Kepuasan Kerja

INTRODUCTION

PT Sudira Makmur Indonesia is one of the distributor companies engaged in medical devices, established in 2015. The company provides trusted and superior medical devices with quality and affordable products that have been widely used in the medical world today. The company continues to grow to have procurement and distribution activities of medical devices for government hospitals, private hospitals, public clinics, private clinics, practicing doctors, and others. So that in managing human resources it is necessary to pay attention to the work environment, work motivation, and work competence, job satisfaction in employees who can improve employee performance. And requires encouragement and enthusiasm in doing work and must be supported by a harmonious work environment. One of the things that affects employee performance is the work environment in the company. A good and comfortable work environment has facilities that can support the implementation of work so that employees have the enthusiasm to work and improve their performance. However, the work environment facilities at PT Sudira Makmur Indonesia are still not conducive and incomplete, hindering the effective work process. The following data on work environment facilities obtained by the author based on observations are as follows:

Table 1.1 Data on facilities and infrastructure for the work environment of PT Sudira Makmur Indonesia.

Work Environment Facilities	Total Availability	Yes	No	condition
Place of Worship	0		✓	
AIR CONDITIONING	0			
Health Room	0		✓	
Canteen	0			
Fan	4	✓		1 Broken
CCTV	3	✓		2 Broken
Toilet	4	✓		2 Broken
Fire Extinguisher	3	✓		1 Broken
Phone	3	✓		2 Broken
Computer	13	✓		6 Broken
Desk	19	✓		9 Broken
Chairs	33	✓		7 Broken
Parking	2	✓		Good
Number of Floors	2	✓		Good
Electricity Capacity	250 KVA	✓		Good

Source: Data Processed by the Author Based on Observations

From table 1.1 above, it can be seen that the facilities and infrastructure provided by PT Sudira Makmur Indonesia are still not optimal because there are several parts that still need to be renovated. The existing facilities are the cause of the lack and decline in performance results in employees, such as the absence of a place of worship, the absence of air conditioning, the available fans are only 3 even though there are 32 employees so that the fans are not sufficient for employees, there is no canteen and the available CCTV is only 1 so it is difficult to facilitate observation and security in each room. This is expected not to interfere with the work to be carried out by employees. The work environment of PT Sudira Makmur Indonesia employees is still not very comfortable because of the limited facilities provided by the company so that the work done by employees is not optimal.

In the process of improving employee performance, PT Sudira Makmur Indonesia needs to make several improvements to employee facilities, additions and repairs to facilities that have been damaged, ideally, improving the facilities provided will increase employee productivity such as additional facilities such as air conditioning, television in the workspace and internet access. So that employees feel comfortable in carrying out their duties and do not experience difficulties when they need facilities and facilities that are indispensable for work. However, efforts to improve employee performance also at PT Sudira Makmur Indonesia, it seems that there are still obstacles faced so that it is difficult to achieve goals. Conditions that are not ideal still exist at PT Sudira Makmur Indonesia, where there are still other obstacles in this company such as the condition of the small parking lot, and some are separated from the building felt quite far from the company. So that there are still some employees who do not work according to the specified working hours. If the problems experienced by these employees are not properly considered, this will also directly affect employee performance.

Table 1.2 Data on the working environment of PT Sudira Makmur Indonesia

Work Environment Facilities	Yes	No
Too Hot	✓	
Too Narrow	✓	
Unclear Lighting	✓	
Noisy	✓	
Too Dusty	✓	
Not Good Air Circulation	✓	
Smoke		✓
There is an unpleasant odor		✓
Clean Work Environment		✓

Source: Data Processed by the Author Based on Observations

From table 1.2 above there are problems that affect employee performance due to inadequate work environment conditions and make it less comfortable at work. Where the observations obtained are that the working environment conditions in the table are too hot with a description (Yes), too narrow (Yes), unclear lighting (Yes), noisy working conditions (Yes), too dusty (Yes), poor air circulation (Yes), smoky (No), there is an unpleasant odor (No), and a clean working environment (No). With this data, it can be seen that the work environment will result in a lack of employee performance results and decreased employee performance for the company.

In addition, there are several problems in the non-physical work environment, including the lack of personal closeness from superiors to employees, so that the relationship is only limited to work relationships. This certainly results in a lack of intimacy and a sense of nurturing felt by both employees and superiors. In addition, 10 minutes before entering working hours there should be a briefing and prayer together conducted by the boss and his subordinates, this aims to provide direction and maintain harmony and group work, but this is often ignored. Then the relationship with fellow coworkers that often occurs, namely competition between employees in seizing consumers to achieve their respective targets which can cause disputes and misunderstandings. And employees who are in this division rarely seem to greet each other, they are only busy with their respective jobs. Not only during working hours, during break times they are also each busy with their affairs. It is very rare to see them chatting among coworkers.

Lack of work motivation is characterized by employees who are not orderly in obeying the rules that apply, the company at work must provide motivation so that employees are not bored and have a positive effect on employee performance. Employee work motivation in this company is very lacking, this can be seen in several ways, namely the lack of giving praise from leaders to exemplary employees. Therefore, providing motivation so that employee performance increases is minimal even though providing good motivation can foster employee morale. And the lack of opportunity or opportunity for employees in promotion or position in work.

The problem of work competence, low work competence is indicated by employees who work at PT Sudira Makmur Indonesia, not getting training while working. Training will provide employees to develop knowledge and abilities at work. This is based on the lack of budget in the company. To save expenses on employees, the company only provides learning through on the job training between seniors and juniors.

Problems about employee performance, employees of PT Sudira Makmur Indonesia when working inside and outside are still less efficient, it can be seen from when getting a task, which can be done by 2 people but there are more than 4 employees so that it makes the employee on duty less focused on the work being done. And there are still employees in completing their tasks still not in accordance with the specified time, punctuality is needed in work so that when completing work and the level of activity is completed at the beginning of time, employees can maximize the time available for other activities.

The problem of job satisfaction, employee job satisfaction in this company is also very lacking, this can be seen in several ways. First, the problem faced by employees is the delay in the provision of salaries. Salaries paid to employees are often delayed, this is what causes employees to be less to improve their performance in the company. Second, there is still a lack of bonuses given to employees.

In research by Ronal Donra Sihaloho, Hotlin Siregar (2020) examining the effect of the work environment on employee performance shows that partially the work environment has a positive and significant effect on employee performance. Meanwhile, according to (Nurmin Aruanto, Hadi Kurniawan (2020) which states that motivation and work environment have an influence either partially or simultaneously while from the correlation results motivation and work environment have a very strong relationship to employee performance. But research conducted by Ervin Nora Susanti et al (2020) states that the work environment has a negative and insignificant effect on employee performance partially. According to Anriza Julianry, Rizal Syarief, M Joko Affandi (2017) stated that the motivation variable has a negative effect on employee performance.

From the results of Nugroho's research (2018) examining the effect of work competence on employee performance shows that competence has a positive effect on employee performance. Then according to Triswanto and Triyanto (2016) researching work competence on employee performance shows that work competence has a negative effect on employee performance. In Adveni Aoliso's research, Hans Lao (2018) shows that the work environment has a strong influence on employee job satisfaction. Meanwhile, according to Marta and Budi (2019) who state that the work environment in the form of physical does not significantly affect employee job satisfaction. In research by Muhammad Yusuf et al (2021) examining work motivation on job satisfaction shows that there is an effect of work motivation on employee job satisfaction, while according to Andy Adam (2021) examining work motivation on job satisfaction shows that motivation has no significant effect on employee job satisfaction.

In the research of Muhammad Guruh, Iman Syatoto, Ratna Sari (2020) examining work competence on job satisfaction shows that competence has a significant effect on job satisfaction, while according to Justisia (2016) examining work competence on job satisfaction shows that competence has an insignificant effect on employee job satisfaction. In researchers Riski Damayanti, Agustina hanafi, and Afriyadi Cahyadi (2018) stated that there is an influence between job satisfaction and employee performance.

Judging from the results of previous studies, there are differences in the results of the research, the difference between this research and the previous one is that in addition to the dependent variable employee performance, the researcher adds one other variable that can affect the relationship between the two variables, namely job satisfaction, the job satisfaction variable here as an intervening variable, namely a variable that theoretically affects the relationship between the independent variable and the dependent variable into an indirect relationship and cannot be observed and measured. In addition, this research is also differentiated in terms of objects.

In previous research, it was stated that the discussion of the problems found by the author and the problems from the results of previous research showed harmony and were worthy of research, so the authors were interested in conducting research with the title: "The Effect of Work Environment, Work Motivation, Work Skills on Employee Performance with Job Satisfaction as an Intervening Variable at Pt. Sudira Makmur Indonesia.

LITERATURE REVIEW

Work Environment

The work environment is factors outside humans both physical and non-physical in an organization. Where in the environment or physical factors in the work environment include work equipment, temperature in the workplace, crowding and density, noise, work space area while non-physical includes work relationships (Sihombing, 2004).

Work Motivation

According to Prabu and Wijayanti (2016) work motivation is that managers must be able to influence their employees to have high motivation in completing their tasks and jobs, because with high work motivation employees will be encouraged to work as much as possible by working hard and providing all abilities and skills for the achievement of company goals.

Work Competency

Competence is a basic characteristic possessed by an individual that is causally related to meeting the criteria needed to occupy a position.

Employee Performance

According to Moehariono (2012: 95), performance is a description of the level of achievement of the implementation of an activity program or policy in realizing the goals, objectives, vision, and mission of the organization as outlined in an organization's strategic planning.

Job Satisfaction

According to Hasibuan in Salangka (2015: 563), job satisfaction is an emotional attitude that is pleasant and loves his job. Thus it can be concluded that job satisfaction is a form of employee behavior towards their work.

RESEARCH METHOD

T test

The T test is a test to determine the significance of the effect of independent variables individually on the dependent variable. According to Imam Ghozali (2016: 98) the T statistical test basically shows how far the influence of an independent variable individually in explaining the dependent variable. The test is carried out using a significant level of 0.05 ($\alpha = 5\%$). Acceptance or rejection of the hypothesis is done with the following criteria:

1. If sig. $T > 0.05$ then H_0 is accepted and H_a is rejected, meaning that there is no significant effect of the independent variables individually on the dependent variable.
2. If sig. $T < 0.05$ then H_a is accepted and H_0 is rejected, meaning that there is a significant effect of the independent variables individually on the dependent variable.

Coefficient of Determination Analysis (R²)

According to Ghozali (2016: 95) the coefficient of determination is used to measure how far the model's ability to explain the variation in the dependent variable. The coefficient of determination is between zero and one. A small R² value means that the ability of the independent variables to explain the variation in the dependent variable is very limited. A value close to one means that the independent variables provide almost all the information needed to predict variations in the dependent variable. Researchers use the Adjusted R² value when evaluating to get the best regression model.

RESULT**Test t (Partial Test)****1. T Test Results on Employee Performance****Table 1.3 Partial Test on Employee Performance****Coefficients^a**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-1.658	2.618		-.633	.532
1 Work Environment	.416	.160	.310	2.605	.015
Work Motivation	.086	.140	.087	.614	.544
Work Competency	.611	.175	.588	3.493	.002

a. Dependent Variable: Performance

Based on the calculation results that can be obtained in table 1.3 above, the following results are obtained:

- Based on the hypothesis calculation above, analyze the effect of X1 on Y: from the analysis above, the significance value of X1 is $0.015 < 0.05$ so H_0 is rejected. And it can be concluded that directly there is a significant effect of X1 on Y.
- Based on the hypothesis calculation above, analyze the effect of X2 on Y: from the analysis above, the significance value of X2 is $0.544 > 0.05$ so H_0 is accepted. And it can be concluded that there is no significant influence between X2 on Y.
- Based on the hypothesis calculation above, analyze the effect of X3 on Y: from the analysis above, the significance value of X3 is $0.002 < 0.05$ H_0 is rejected. And it can be concluded that directly there is a significant effect of X3 on Y.

2. T Test Results on Employee Performance

Table 1.4 Partial Test on Job Satisfaction

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.800	2.632		.684	.500
Work Environment	.074	.178	.060	.418	.680
Work Motivation	.363	.141	.398	2.581	.016
Work Competency	-.280	.209	-.290	-1.337	.192
Performance	.740	.189	.798	3.924	.001

a. Dependent Variable: Satisfaction (Intervening)

Based on the calculation results that can be obtained in table 1.4, the following results are obtained:

- Based on the hypothesis calculation above, analyze the effect of X1 on Z: from the analysis above, the significance value of X1 is $0.680 > 0.05$ so H_0 is accepted. And it can be concluded that there is no significant influence between X1 on Z.
- Based on the hypothesis calculation above, analyze the effect of X2 on Z: from the analysis above, the significance value of X2 is $0.016 < 0.05$ so H_0 is rejected. And it can be concluded that directly there is a significant effect of X2 on Z.
- Based on the hypothesis calculation above, analyze the effect of X3 on Z: from the analysis above, the significance value of X3 is $0.192 > 0.05$ so H_0 is accepted. And it can be concluded that there is no significant influence between X3 on Z.
- Analysis of the effect of Y on Z: from the analysis above, the significance value of Y is $0.001 < 0.05$ so H_0 is rejected. And it can be concluded that directly there is a significant influence of Y on Z.

Results of the Determination Coefficient Test on Employee Performance

Table 1.5 Employee Performance Determination Coefficient Test

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.947 ^a	.897	.886	2.23679

a. Predictors: (Constant), Work Competency, Work Environment, Work Motivation

Based on table 1.5 above, it shows that the magnitude of the R Square value contained in the "Model Summary" table is 0.897, this indicates that the contribution of the influence of X1, X2 and X3 on Y is 89.7% while the remaining 10.3% is the contribution of other variables not included in the study.

Test Results of the Coefficient of Determination on Job Satisfaction

Table 1.6 Test Coefficient of Determination of Job Satisfaction

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.941 ^a	.885	.868	2.23286

a. Predictors: (Constant), Performance, Work Motivation, Work Environment, Work Competency

The magnitude of the R Square value contained in the "Model Summary" table is 0.885, this indicates that the contribution of X1, X2, X3, and Y to Z is 88.5% while the remaining 11.5% is the contribution of other variables not examined.

Path Analysis of Regression Equation I

Referring to the output of Regression Model I in the "coefficients" table section, it can be seen that the significance value of the three variables, namely X1 = 0.015, X3 = 0.002, is smaller than 0.05 and X2 = 0.544 is greater than 0.05. These results provide the conclusion that Regression Model I, namely variables X1 and X3, has a significant effect on Y and X2 has no significant effect on Y. The magnitude of the R Square value contained in the "Model Summary" table is 0.897, this indicates that the contribution of the influence of X1, X2 and X3 on Y is 89.7% while the remaining 10.3% is the contribution of other variables not included in the study. Meanwhile, the value of e1 can be found with the formula $e1 = \sqrt{(1 - 0.897)} = 0.3209$.

Path Analysis of Regression Equation II

Based on the output of Regression Model II in the "coefficients" table, it can be seen that the significance value of the four variables, namely X1 = 0.680, X3 = 0.192 is greater than 0.05, X2 = 0.016, and Y = 0.001 is smaller than 0.05. These results provide the conclusion that Regression Model II, namely variables X1 and X2, and X3 have no significant effect on Z and Y has a significant / simultaneous effect on Z. The magnitude of the R Square value contained in the "Model Summary" table is 0.885, this indicates that the contribution of X1, X2, X3, and Y to Z is 88.5% while the remaining 11.5% is the contribution of other variables not examined. Meanwhile, the value of e2 can be found by the formula $e2 = \sqrt{(1 - 0.885)} = 0.3391$.

Analysis of Direct, Indirect and Total Influence

Table 1.7 Relationship between Direct Effect, Indirect Effect and Total Effect

Variable Effect	Direct Effect	Indirect Effect	Total
X1 - Y	0,310	$0,060 \times 0,798 = 0,047$	$0,310 + 0,047 = 0,357$
X2 - Y	0,087	$0,398 \times 0,798 = 0,317$	$0,087 + 0,317 = 0,404$
X3 - Y	0,588	$0,290 \times 0,798 = 0,231$	$0,588 + 0,231 = 0,819$
Y - Z	0,798		0,798

Sumber: Data primer yang diolah, 2023

Based on table 1.7 above, the following results can be obtained:

1. The work environment has a direct effect on employee performance of 0.310 or 31% and an indirect effect of 0.047 or 4.7% while the total effect is 0.357 or 35.7%. This shows that the direct effect is greater than the indirect effect, which means that the Work Environment directly affects Employee Performance.
2. Work Motivation has a direct effect on Employee Performance of 0.087 or 8.7% and an indirect effect of 0.317 or 31.7% while the total effect is 0.404 or %. This shows that the direct effect is smaller than the indirect effect, which means that Work Motivation has no effect on Employee Performance.
3. Job Competence has a direct effect on Employee Performance of 0.588 or 58.8% and an indirect effect of 0.231 or 23.1% while the total effect is 0.819 or 81.9%. This shows that the direct effect is greater than the indirect effect, which means that Job Competence directly affects Employee Performance..

DISCUSSION

H1 : The Effect of Work Environment on Employee Performance

The results showed that the Work Environment regression coefficient on Employee Performance was 0.310 with a significant level of $0.015 < 0.05$, which means that the Work Environment variable has a significant effect on employee performance. The more the work environment increases, the employee performance will also increase in the company. The results of this study are in accordance with research conducted by Nariah Nariah (2021) relating to the Work Environment has a positive and significant effect on Employee Performance.

H2 : The Effect of Work Motivation on Employee Performance

From the results showed that the regression coefficient of Work Motivation on Employee Performance was 0.087 with a significant level of $0.544 > 0.05$, which means that the Work Motivation variable has no effect on employee performance. Motivation cannot improve employee performance. Lack of appreciation in the form of praise or bonuses from superiors to subordinates can result in low employee motivation at work. The results of this study are in accordance with research conducted by Rahmat Hidayat (2021) relating to Work Motivation has no effect on Employee Performance.

H3 : The Effect of Work Competence on Employee Performance

The results showed that the regression coefficient of Work Competence on Employee Performance was 0.588 with a significant level of $0.002 < 0.05$, which means that the Work Competency variable has a significant effect on employee performance. Good work competence will improve employee performance in the company. The results of this study are in accordance with research conducted by Anggiat Parluhutan Tambunan, (2020) relating to Job Competence has a positive and significant effect on Employee Performance.

H4 : The Effect of Work Environment on Job Satisfaction

The results showed that the regression coefficient of Work Environment on Job Satisfaction was 0.060 with a significant level of $0.680 > 0.05$, which means that the Work Environment variable has no effect on job satisfaction. The work environment cannot increase job satisfaction. The results of this study are in accordance with research conducted by Fitriani (2021) relating to the Work Environment has no effect on Job Satisfaction.

H5 : The Effect of Work Motivation on Job Satisfaction

The results showed that the regression coefficient of Work Motivation on Job Satisfaction was 0.398 with a significant level of $0.016 < 0.05$, which means that the Work Motivation variable has a significant effect on Job Satisfaction. The more employees feel motivated at work, the more their job satisfaction will increase. The results of this study are in accordance with research conducted by Muhammad Yusuf et al (2020) relating to Work Motivation has a positive and significant effect on Job Satisfaction.

H6 : The Effect of Job Competence on Job Satisfaction

The results showed that the regression coefficient of Job Competence on Job Satisfaction was 0.290 with a significant level of $0.192 > 0.05$, which means that the Job Competency variable has no effect on Job Satisfaction. That work competence cannot increase job satisfaction. The results of this study are in accordance with research conducted by Rahmat Darmawan, Musa Hubeis, Dadang Sukandar (2015) relating to Job Competence has no effect on Job Satisfaction.

H7 : The Effect of Employee Performance on Job Satisfaction

From the results showed that the regression coefficient of Employee Performance on Job Satisfaction is 0.798 with a significant level of $0.001 < 0.05$, which means that the Employee Performance variable has a significant effect on Job Satisfaction. Employee performance can increase job satisfaction in the company. The results of this study are in accordance with research conducted by Putu Widani Sugianingrat (2021) relating to Employee Performance has a positive and significant effect on Job Satisfaction.

H8 : The Effect of Work Environment through Employee Performance on Job Satisfaction

From the results of the study, it is known that the direct effect given by X1 on Z is 0.060. While the indirect effect of X1 through Y on Z is the multiplication of the beta value of X1 on Y with the beta value of Y on Z, namely: $0,310 \times 0,798 = 0,247$. Then the total effect given by X1 on Z is the direct effect plus the indirect effect, namely: $0,060 + 0,247 = 0,307$. Based on the results of the above calculations, it is known that the value of the direct effect is 0.060 and the indirect effect is 0.247, which means that the value of the indirect effect is greater than the value of the direct effect, this result shows that indirectly X1 through Y has a significant effect on Z. The results of this study are in accordance with the research conducted by the researcher. The results of this study are in accordance with research conducted by Nurmin Arianto (2022) relating to the Work Environment through Employee Performance has a significant effect on Job Satisfaction.

H9 : The effect of Work Motivation on Employee Performance through Job Satisfaction

From the results of the study, it is known that the direct effect given by X2 on Z is 0.398. Meanwhile, the indirect effect of X2 through Y on Z is the multiplication of the beta value of X2 on Y with the beta value of Y on Z, namely: $0,087 \times 0,798 = 0,069$. Then the total effect that X2 has on Z is the direct effect plus the indirect effect, namely: $0,398 + 0,069 = 0,467$. Based on the results of the above calculations, it is known that the value of the direct effect is 0.398 and the indirect effect is 0.069, which means that the value of the indirect effect is smaller than the value of the direct effect, this result indicates that indirectly X2 through Y has no significant effect on Z. The results of this study are in accordance with the research conducted by the author. The results of this study are in accordance with research conducted by Mohammad Chairul Anwar (2021) relating to Work Motivation through Employee Performance has no significant effect on Job Satisfaction.

H10 : The effect of Job Competence on Employee Performance through Job Satisfaction

From the results of the study, it is known that the direct effect given by X3 on Z is -0.290. While the indirect effect of X3 through Y on Z is the multiplication of the beta value of X3 on Y with the beta value of Y on Z, namely: $0,588 \times 0,798 = 0,469$. Then the total effect given by X3 on Z is the direct effect plus the indirect effect, namely: $-0,290 + 0,469 = 0,179$. Based on the results of the above calculations, it is known that the value of the direct effect is -0.290 and the indirect effect is 0.469, which means that the value of the indirect effect is greater than the value of the direct effect, this result shows that indirectly X3 through Y has a significant effect on Z. The results of this study are in accordance with the research conducted by the researcher. The results of this study are in accordance with research conducted by Achmad Farid Nur Rijal, Agus Frianto (2020) relating to Job Competence through Employee Performance has a significant effect on Job Satisfaction.

CONCLUSION

Based on the results of research that has been conducted on the effect of Work Environment, Work Motivation, Work Competence, on Employee Performance with Job Satisfaction as an Intervening Variable, the following conclusions can be drawn:

1. Work Environment has a positive and significant effect on Employee Performance.
2. Work Motivation has no effect on Employee Performance.
3. Job Competence has a positive and significant effect on Employee Performance.
4. Work Environment has no effect on Job Satisfaction.
5. Work Motivation has a positive and significant effect on Job Satisfaction.
6. Job Competence has no effect on Job Satisfaction.
7. Employee Performance has a positive and significant effect on Job Satisfaction.
8. Work Environment through Employee Performance has a significant effect on Job Satisfaction.
9. Work Motivation through Employee Performance has no influence on Job Satisfaction.
10. Job Competence through Employee Performance has a significant influence on Job Satisfaction.

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