


# The Influence of Work Environment, Organizational Commitment, Competence and Work Motivation on Employee Satisfaction Mediated by Employee Performance Case Study of Kedungpring Village Office

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Article Info	ABSTRACT
<p><b>Keywords:</b> Influence of Work Environment, Organizational Commitment, Competence, Work Motivation, Employee Satisfaction, Employee Performance</p>	<p>Facing competition in today's era of globalization requires every organization, both in the private and government sectors, to work more efficiently and effectively. Increasingly fierce competition causes organizations to be able to increase competitiveness and dare to face challenges and implications, namely facing changes in achieving the goals and objectives set by the organization. The study used a type of quantitative approach, a sample of 220 based on non-probability sampling techniques with saturated samples, with SEM analysis using the Smart application, PLS version 3.0. With Outer Model Test, Inner Model Test, Mediation Test and Hypothesis Test. The results of the Validity test stated that the Loading Factor number was more than 0.7 and the AVE number was more than 0.5 marked as valid, in the Reliability test the Composite Reliability value and Cronbach's Alpha above 0.7 were marked as reliable. The conclusion obtained is that in the hypothesis submission of the variables of Influence of Work Environment (X1), Organizational Commitment (X2), Competence (X3) and Work Motivation (X4) have a positive and significant effect on Employee Satisfaction (Y), Organizational Commitment (X2), Competence (X3) and Work Motivation (X4) have a positive and insignificant effect on Employee Performance (Z). The mediation test on the variables of Influence of Work Environment (X1), Work Motivation (X4) on Employee Satisfaction (Y) mediated by Employee Performance (Z), said partial mediation. Meanwhile, Organizational Commitment (X2), Competence (X3) to Employee Satisfaction (Y) is mediated by Employee Performance (Z), said to be non-mediated or non-mediated.</p>
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## INTRODUCTION

Facing competition in today's era of globalization requires every organization, both in the private and government sectors, to work more efficiently and effectively. Increasingly fierce competition causes organizations to be able to increase competitiveness and dare to face

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challenges and implications, namely facing changes in achieving the goals and objectives set by the organization.

Therefore, to increase job satisfaction and employee performance, organizational commitment is necessary. Luthans (2012) in Wahyudi, Kemal, et al (2021), states that organizational commitment is an attitude that shows employee loyalty to the organization and a sustainable process in which the organization's members show their interest in continuous success and progress. To improve employee performance, it is also necessary to be motivated. In Rosmaini, et al, (2019) Work motivation is an encouragement and stimulus that causes a person to be enthusiastic about work because their needs are met. On the other hand, the existence of motivation is important because this motivation is expected to make every individual employee willing to work hard and be enthusiastic to achieve high productivity.

In accordance with the opinion of Wibowo (2012) in Bukhari, et al, (2019) who stated that Competence is an ability to carry out or perform a job or task based on skills and knowledge and supported by the work attitude demanded by the job.

Among several journals that have been published by Wahyudi, Kemal, et al, (2021), there are 4 variables, namely organizational commitment, work environment, employee performance, and employee satisfaction. Rosmaini, et al, (2019) there are 4 variables, namely competence, motivation, job satisfaction and employee performance. From the description of the journal literature above, there is a novelty in this study, namely the addition of variables to 6, namely the influence of the work environment, organizational commitment, competence and work motivation, where one of the variables is used as a mediating variable or intervening variable which is an intermediary between independent variables and dependent variables, the next update is the location of this research at the Kedungpring District Village Office using test tools in the form of test tools SEM-PLS while the previous research used multiple regression analysis methods which were processed using SPSS software.

## RESEARCH METHODS

The type of research used is quantitative descriptive. The population in this study was taken from staff in the sub-district office and in all villages in Kedungpring District. The number of villages in Kedungpring District consists of 23 villages. The number of staff population at the Kedungpring District Office is 26 according to the data available at BPS Lamongan. For the total population of the village staff themselves is 194 and for the overall population is 220. This number is found from the technique probability sampling. The method of data collection is through the use of questionnaires, interviews and observations. The data analysis method uses validity tests, reliability tests, mediation tests, and hypothetical decisions. Data processing using Smart PLS 2024.

## RESULTS AND DISCUSSION

### **The Influence of the Work Environment on Employee Satisfaction**

The variable of the influence of the Work Environment on Employee satisfaction showed that the Coefficient value in the original sample was (0.354), along with the P-Value of (0.000 < 0.05) and the T-Statistic > T-table (4.844 > 1.645). So it can be said that Ho1 is rejected and Ha1 is accepted. It means that the Influence of the Work Environment (X1) has a positive and significant influence on Employee Satisfaction (Y).

The Kedungpring District Village Office strives to create a satisfactory work environment for its employees, which can be seen from fellow colleagues who are humorous to each other without any hostility between employees because each employee has their own responsibilities that must be carried out and employees get satisfaction in completing their work and a conducive work environment provides a sense of security and allows employees to be able to work optimally. The results of this study are the same as the research conducted by Muhtarom, et, al, (2023) which shows that work environment variables affect employee satisfaction.

### **Organizational Commitment to Employee Satisfaction**

The Organizational Commitment Variable to Employee Satisfaction shows that the Coefficient value in the original sample is (0.122), along with the P-Value of (0.027 < 0.05) and the T-Statistic > T-table (1.932 > 1.645). So it can be said that Ho2 is rejected and Ha2 is accepted. This means that Organizational Commitment (X2) has a positive and significant influence on Employee Satisfaction (Y).

This means that the higher the organization's commitment, the more employee satisfaction will increase. Empirical findings prove that every employee has a high organizational commitment, this can be seen that the average employee gives a yes answer from a questionnaire that has been distributed by the researcher. Employees at the Kedungpring District Village Office have advantages in work and have a strong sense of attachment both to the organization and to work. Employees who have a strong commitment to continue working such as enjoying comfort in work and of course giving satisfaction to every employee to carry out daily work activities. The results of this study are the same as the research conducted by Wahyudi, Kemal, et, al, (2021) which shows that organizational commitment variables have an effect on employee satisfaction.

### **Competence to Employee Satisfaction**

The Competency Variable on Employee Satisfaction shows that the Coefficient value in the original sample is (0.123), along with the P-Value of (0.002 < 0.05) and the T-Statistic > T-table (2,872 > 1,645). So it can be said that Ho3 is rejected and Ha3 is accepted. This means that Competency (X3) has a positive and significant influence on Employee Satisfaction (Y).

It can be seen in the employees of the Kedungpring District Village Office who have high competence and job satisfaction, one of which is that employees always understand their desires and expectations. Because competence is the ability and characteristics possessed by an employee in the form of knowledge, skills, and behavioral attitudes that are

needed in the implementation of their duties, so that the employee can carry out his duties professionally, effectively and efficiently. The results of this study are the same as the research conducted by Bukhari, et, al, (2019) which shows that competency variables have an effect on employee satisfaction.

#### **Work Motivation for Employee Satisfaction**

The Work Motivation Variable for Employee Satisfaction shows that the Coefficient value in the original sample is (0.394), along with the P-Value of ( $0.000 < 0.05$ ) and the T-Statistic  $> T$ -table ( $5.368 > 1.645$ ). So it can be said that  $H_04$  is rejected and  $H_a4$  is accepted. This means that Work Motivation (X4) has a positive and significant influence on Employee Satisfaction (Y).

The Kedungpring District Village Office implements several steps to increase employee work motivation, especially the placement of employee positions given according to the potential of the employees so that employees get their own satisfaction in working and try to create a good family atmosphere and create a positive work environment. The results of this study are the same as the research conducted by Muhtarom, et, al, (2023) which shows that work motivation variables have an effect on employee satisfaction.

#### **The Influence of the Work Environment on Employee Performance**

The variable of the influence of the Work Environment on Employee performance showed that the Coefficient value in the original sample was (1,005), along with the P-Value of ( $0.000 < 0.05$ ) and the T-Statistic  $> T$ -table ( $385,826 > 1,645$ ). So it can be said that  $H_05$  is rejected and  $H_a5$  is accepted. This means that the Work Environment (X1) has a positive and significant influence on Employee Performance (Z).

The work environment is one of the factors that can help employees to be able to work more productively. This happens if the work environment in a company is comfortable, then employees will also feel comfortable at work. The environment that is considered in the Kedungpring District Village Office in order to create a comfortable work environment such as the facilities provided are complete and support employees to be able to complete their work, smooth air circulation, lighting suitable for work, a calm atmosphere, and the cleanliness of each room need to be maintained so that employees are comfortable when doing their work. In addition, the factor that affects employee performance is a good working relationship between employees at the Kedungpring District Village Office. The results of this study are the same as the research conducted by Maria, Yoana, et al, (2023) which shows that work environment variables affect employee performance.

#### **Organizational Commitment to Employee Performance**

The Organizational Commitment to Employee Performance variable showed that the Coefficient value in the original sample was (0.000), along with the P-Value of ( $0.492 < 0.05$ ) and the T-Statistic  $> T$ -table ( $0.021 > 1.645$ ). So it can be said that  $H_06$  is accepted and  $H_a6$  is rejected. This means that Organizational Commitment (X2) has a positive but insignificant influence on Employee Performance (Z).

This indicates that the increase in organizational commitment is not accompanied by an increase in employee performance in the Kedungpring District Village Village. This means that

the higher the commitment, the more it will have a positive effect on employee performance, but the contribution is not significant. The insignificance of this commitment to employee performance is due to personal factors and differences in salary, so even if the employee has a low commitment, it will not cause his salary to decrease or increase. This kind of view causes employees to be less committed to work.

The research is different from that conducted by Wahyudi, Kemal, et al, (2021) with the results of multiple linear regression analysis obtained the results of the regression coefficient that organizational commitment has a positive and significant effect on employee performance. However, the results of this study are supported by Sandy, Faradillah, et al, (2023) which show that the organizational commitment variable has a positive effect on employee performance is not significant.

### **Competence on Employee Performance**

The Competency Variable on Employee Performance shows that the Coefficient value in the original sample is (0.000), along with the P-Value of (0.343 < 0.05) and the T-Statistic > T-table (0.404 > 1.645). So it can be said that Ho7 is accepted and Ha7 is rejected. This means that Competency (X3) has a positive but not significant influence on Employee Performance (Z).

Because competence in science is important and can be improved by participating in trainings that are in accordance with their field of work, so that employees can deepen their knowledge and knowledge and can complete their work well and improve their performance.

A different study conducted with Muhtarom, et,al, (2023) with the results of competence having a positive and significant effect on performance. However, the results of this study are supported by Rosmaini, et al, (2019) who show that competency variables have a positive and insignificant effect on employee performance.

### **Work Motivation for Employee Performance**

The Work Motivation Variable on Employee Performance showed that the Coefficient value in the original sample was (0.001), along with the P-Value of (0.238 < 0.05) and the T-Statistic > T-table (0.714 > 1.645). So it can be said that Ho8 is accepted and Ha8 is rejected. This means that Work Motivation (X4) has a positive but not significant influence on Employee Performance (Z).

This means that employees who have high achievement motivation will achieve high performance and vice versa those who have low performance due to low motivation. The relationship between motivation and performance is that high motivation will have an impact on their high work results and be encouraged to do more to achieve work productivity. When this condition is not achieved, there will be a decrease in work productivity.

A different study conducted with Muhtarom, et al, (2023) with the results of motivation variables having a positive and significant effect on performance. However, the results of this study are supported by Rosmaini, et al, (2019) who show that work motivation variables have a positive and insignificant effect on employee performance.

### Employee Satisfaction with Employee Performance

The Employee Satisfaction Variable on Employee Performance shows that the Coefficient value in the original sample is (-0.006), along with the P-Value of (0.017 < 0.05) and the T-Statistic > T-table (2,118 > 1,645). So it can be said that Ho9 is rejected and Ha9 is accepted. This means that Employee Satisfaction (Y) has a positive and significant influence on Employee Performance (Z).

Thus, the increase in satisfaction values has an influence on improving employee performance. Employee satisfaction carried out at the Kedungpring District Village Office must have a high level of loyalty and enthusiasm in order to advance the company. A leader's policy of continuing to instruct employees in every situation shows the desire of the boss to give fair and proportional attention to employees. And ensure that outstanding employees are considered to create justice for every employee at the Kedungpring District Village Office which results in an increase in employee performance. The results of this study are the same as those conducted by Muhtarom, et al, (2023) by showing that the job satisfaction variable has a significant effect on performance.

### CONCLUSION

Based on the results of the research and data discussion in the previous chapter, the author obtained conclusions that can be drawn from the research on the influence of the work environment, organizational commitment, competence and work motivation on employee satisfaction mediated by employee performance at the Kedungpring District Village Office. So it can be concluded as follows:

H1 : The Influence of the Work Environment has a significant positive effect on Employee Satisfaction at the Kedungpring District Village Office.

H2 : Organizational Commitment has a significant positive effect on Employee Satisfaction at the Kedungpring District Village Office

H3 : Competence has a significant positive effect on Employee Satisfaction at the Kedungpring District Village Office

H4 : Work Motivation has a significant positive effect on Employee Satisfaction at the Kedungpring District Village Office

H5 : The Influence of the Work Environment has a significant positive effect on Employee Performance at the Kedungpring District Village Office

H6 : Organizational Commitment has a positive and insignificant effect on Employee Performance at the Kedungpring District Village Office

H7 : Competence has a positive and insignificant effect on the Performance of Employees at the Kedungpring District Village Office

H8 : Work Motivation has a positive and insignificant effect on Employee Performance at the Kedungpring District Village Office

H9 : Employee Satisfaction has a significant positive effect on Employee Performance at the Kedungpring District Village Office

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