

Analysis of Employee Performance Enhancement Through Job Satisfaction, Competence, and Work Environment (Study at the Tawangharjo District Office, Grobogan Regency, Central Java)



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ABSTRACT: This research investigates the impact of workplace environment, competence, and job satisfaction on employee performance at the Tawangharjo District office in Grobogan Regency, Central Java. The study utilized a sample size of 36 employees. In examining how independent variables affected the dependent variable (employee performance), the researchers conducted multiple linear regression analysis. The study's outcomes demonstrated that each of the three independent variables showed meaningful impacts on employee performance, with significant effects observed both when analyzed together and separately. Through the determination coefficient of 0.505, the study established that the investigated factors - job satisfaction, competence, and work environment - collectively explain 50.5% of employee performance variations in the Tawangharjo district office. The remaining percentage can be attributed to variables outside the scope of this study.

KEYWORDS: Job Satisfaction, Competence, Work Environment, Organizational Culture, Employee Performance

I. INTRODUCTION

Public and private institutions need human resources that can help realize the goals set according to the plan. HR with optimal performance can make this happen. Organizations seeking growth and advancement require high-performing employees. To achieve exceptional employee performance, key motivational elements are essential for driving performance improvement. Job satisfaction play particularly vital roles in fostering employee growth and enhancing their workplace effectiveness (Edward & Purba, 2020). Performance itself means the work of a person or employee in an agency that is in accordance with the objectives of the agency by not violating existing ethics or rules. This refers to the opinion (Sedarmayanti, 2017).

Job satisfaction reflects an individual's contentment with their work situation. When employees feel satisfied, they focus on their core responsibilities rather than engaging in unrelated activities (Handoko, 2017). Satisfied workers also demonstrate genuine compliance with workplace regulations, enabling them to optimize their time for target achievement. Employees represent the cornerstone of organizational success. Effective human resource management strategies become essential when these human assets drive organizational progress. Each organization faces unique internal and external circumstances, and this extends to individuals and teams within the organization. These varying conditions can impact every organizational component (Rinny et al., 2020)

Tawangharjo Sub-district needs employees who have a work spirit that can help realize the goals of Tawangharjo Sub-district. But in reality there are still some employees who do not seem to be satisfied with the achievements they get. This is demonstrated by observations of employees who fail to adequately fulfill their professional responsibilities. Performance plays a crucial role as it serves as an indicator of employees' capabilities in completing their assigned tasks (Rinny et al., 2020). Research by Kanafiah et al. (2021) demonstrates that job satisfaction has a considerable impact on performance. However, contrasting findings by Narasuci et al. (2018) suggest that this relationship lacks statistical significance.

Competence is defined as a person's basic characteristics. Performance improvement will be supported by individual competencies obtained from professional knowledge, skills, and attitudes. Individual competencies will encourage employees to work more effectively, productively, and with high quality (Yusuf Iis et al., 2022). Another statement from Wibowo (Wibowo, 2016) states that competence is something that employees do in doing their job with the expertise they each have. Competence shows the ability of an employee to carry out obligations that should be, based on the expertise that employees have according to their respective education. However, the fact is that many workers in Tawangharjo sub-district have an education that is not

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appropriate for their abilities and the work they do every day. Many employees work not in accordance with their competence, thus affecting the quality of service to the community. The division of tasks according to employees' abilities improves their performance, as found in research Wagiyono & Herlambang (2020) and Kanafiah et al., (2021). However, research Faisal (Faisal, 2016), Adam & Kamaze (2019) and Kotamene et al., (2020) actually stated the opposite result, namely that there was no significant relationship between the two.

The work environment is an inseparable part of an organization (Sariyahti, 2013). Things supporting the workplace will greatly affect the organization where employees work. This work environment includes physical and non-physical aspects that are closely related. The work environment is an important component of work that includes material and psychological conditions in an organization. Psychological conditions include relationships between employees and factors such as lighting and spatial layout. Currently, some organizations pay less attention to work environment factors, even though this should be a top priority because it will affect the results of the work of staff and employees, which in turn has an impact on the sustainability and development of the organization. Research (Ekarama et al., 2021) has stated the relationship between the work environment and employee work results.

Given the complexity of factors affecting employee performance, additional research is warranted to explore how job satisfaction, competence, and work environment influence employee performance. Specifically, analyzing the performance of public sector employees in Tawangharjo District, Grobogan Regency, Central Java, is crucial as their effectiveness directly impacts public service quality. Multiple studies (Alsharif & Al - Saadi, 2022; Nguyen & Nguyen, 2023; Rahman & Islam, 2021) have shown that high-quality public services contribute significantly to community wellbeing and satisfaction.

II. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

A. Job Satisfaction

The concept of job satisfaction encompasses multiple dimensions and cannot be confined to a single definition. According to Riyanto et al. (2021), job satisfaction refers to the feelings of contentment and favorable emotional responses that emerge when individuals evaluate their employment role and workplace experiences. The state of a person either makes them happy with their work at work or not. Job satisfaction is a resource that drives employee performance. If someone feels valued, comfortable, and fulfilled in their job, they will be more motivated to try their best. Conversely, dissatisfaction can be a barrier to being productive and creative.

B. Competence

Wibowo (Wibowo, 2016) states that competence is what employees do in performing their duties with the expertise they have. The quality of employee performance is based on their competence. Competence allows workers to create quality work, like an artist who has all the tools. Conversely, a lack of competence can hinder work and lower productivity. Therefore, improving employee competence is an important step to ensure that the company's performance remains superior and flexible to change.

C. Work Environment

The physical and psychological aspects of the workplace environment play a crucial role in shaping employee experiences (Kim & Young, 2021). Research indicates that employees who feel comfortable in their work environment tend to demonstrate enhanced job performance and positive organizational outcomes (Andreson et al., 2023). Studies have established a strong correlation between workplace environmental factors and employee performance metrics (Morgan & Smith, 2022). The organizational impact is significant, as workplace support systems directly influence operational effectiveness. Employee behavior and performance are fundamentally shaped by the workplace atmosphere they operate in (Williams & Johnson, 2023; Zhenjing et al., 2022).

E. Hypothesis Development

1. The Effect of Job Satisfaction on Employee Performance

Job satisfaction serves as a critical determinant of mutual organizational success. Job satisfaction has a direct impact on employee performance in local government institutions. Satisfied employees show higher productivity levels and deliver better quality public services. This results in more effective execution of government programs and improved service delivery to meet community needs and expectations. Research examining the relationship between job satisfaction and employee performance has yielded mixed results. While studies by Abun at al (2023), Al Jedaia & Mehrez (2020), Saputra et al (2021) and Wang & Yuan (2022) demonstrated a significant positive correlation between these variables, contradictory findings emerged from Narasuci et

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al. (2018), who reported no significant relationship. These contrasting results in the literature lead to the following hypothesis formulation.

H1: Job satisfaction affects employee performance

2. The Effect of Competence on Employee Performance

Employee competence plays a crucial role in improving performance in local government. Employees with adequate competence can carry out their duties and responsibilities effectively, make the right decisions, and solve problems well. Good technical competence, knowledge of regulations, and administrative skills enable employees to provide quality public services and achieve set performance targets (Suherman & Rahman, 2022; Widodo, 2021). Previous research has found a relationship between competence and employee performance as in research Wagiyono & Herlambang (2020) and Kanafiah et al., (2021) which suggests the results that competence has a positive and significant relationship to employee performance in the object of research. Based on the development of the previous hypothesis, the following hypothesis is formed:

H2: Competence affects employee performance

3. The Effect of Work Environment on Employee Performance

When the work environment is comfortable, safe, and valued, employees tend to be more energized and productive. Conversely, an atmosphere that is stressful or lacks facilities can stifle creativity and motivation. Organizations like to encourage their employees to improve their performance and increase their value by making their work environment pleasant. There are several studies that support this statement, such as research conducted by (Ekarama et al., 2021) which states the relationship between the work environment and employee work results. In addition, there are other supporting studies, namely research conducted by Yusuf lis el al (2022) which states the results support that there is a positive and significant relationship between the work environment and employee performance. The third hypothesis based on the explanation of the hypothesis development is as follows:

H3: The work environment affects employee performance

F. Research Framework

The conceptual framework of the study is a framework of thought that describes the relationship between research variables based on theory and previous research. The conceptual framework of the study will help researchers visualize how independent variables affect dependent variables, as well as indicate the direction of the research to be conducted. Figure 1 shows the conceptual framework in this study.

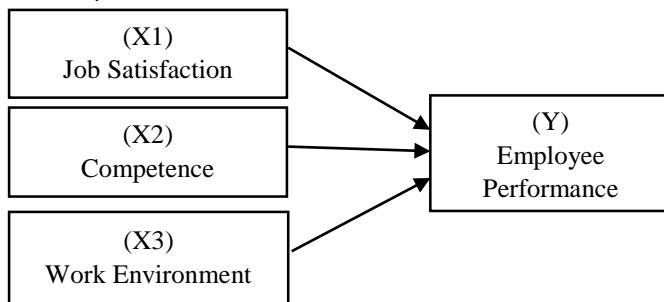


Figure 1. Research Framework

III. RESEARCH METHODS

This research employs a quantitative methodology, utilizing SPSS 25 software for data analysis and hypothesis testing. The study implements multiple linear regression analysis to measure the relationships between independent and dependent variables. Data quality is assessed through both validity and reliability tests. The analysis includes an F-test to verify data adequacy, while t-tests are conducted to examine the proposed hypotheses. The regression model is subsequently outlined as follows:

$$\text{Employee Performance} = \alpha + \beta_1 \text{ Job Satisfaction} + \beta_2 \text{ Competence} + \beta_3 \text{ Work Environment} + \epsilon$$

IV. RESULTS AND DISCUSSION

A. Data Quality Testing

Validity Test

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The validity test is carried out to ensure whether or not the data to be processed is valid, so that the results of the research or evaluation can be trusted and relevant to the objectives. The validity test is used to ensure that the numbers or information collected have the meaning that is expected. From the calculation of the validity test with SPSS V.25, the results are as shown in the table below.

Table 1. Validation and Reliable Test

Indicator	Validity	
	Pearson Correlation	r table
JoSat [1]	0,718	0,329
JoSat [2]	0,790	
JoSat [3]	0,792	
JoSat [4]	0,862	
JoSat [5]	0,864	
Compt [1]	0,568	0,329
Compt [2]	0,533	
Compt [3]	0,646	
Compt [4]	0,716	
WoEnv [1]	0,495	0,329
WoEnv [2]	0,564	
WoEnv [3]	0,563	
WoEnv [4]	0,717	
WoEnv [5]	0,523	
EmPerfor [1]	0,587	0,329
EmPerfor [2]	0,519	
EmPerfor [3]	0,534	
EmPerfor [4]	0,541	
EmPerfor [5]	0,519	

Source: Data Processed, 2024

Analysis of the validity test demonstrates that every item and indicator across all variables has been confirmed to be valid.

Reliability Test

The consistency of respondents' responses was evaluated through reliability testing. Using SPSS version 25, a reliability analysis was conducted on the data quality, with the outcomes presented in the table below.

Table 2. Reliability Test Results

Variables	Alpha	Standard Alpha
Job Satisfaction [X1]	0,858	0,6
Competence [X2]	0,734	
Work Environment [X3]	0,719	
Employee Performance [Y]	0,689	

Source: Data processed, 2024

Based on the results above, it can be seen that the reliability test results show that all items or indicators related to each variable are declared reliable.

B. Model Feasibility Testing

1. Test F

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The simultaneous impact of independent variables on dependent variables will be seen from the results of the F test. A positive simultaneous effect is indicated when the calculated F value has a value exceeding the F table. In addition, it shows significance below 0.05. The results of the SPSS V.25 F test are in the following table.

Table 3. F Test Results

<i>Model</i>	<i>Sum of Squares</i>	<i>df</i>	<i>Mean Square</i>	<i>F</i>	<i>Sig.</i>
Regression	75.266	3	25.089	10.892	0.000 ^b
Residuals	73.707	32	2.303		
Total	148.972	35			

Source: Data processed, 2024

The results of the F test simultaneously show that the F value is 10,892 with a significance of 0.000, or less than 5%. The test results indicate that employee satisfaction, competence, and work environment simultaneously or together affect employee performance in Tawangharjo District, Grobogan Regency, Central Java.

2. Koefisien Detereminasi (R²)

The coefficient of determination (R²) ranges from 0 to 1, with values closer to 1 indicating greater explanatory power of the model. The study revealed an R² value of 0.505, suggesting that the three independent variables account for 49.5% of employee performance variation. This demonstrates that these variables significantly contribute to explaining performance outcomes, while the remaining 50.5% is attributable to factors outside the model's scope. The R² value reflects the model's ability to explain variations in the dependent variable.

3. Multiple Linear Regression Analysis

Multiple linear regression analysis aims to evaluate the comprehensive impact of independent variables on the dependent variable. The data processing results are displayed in the table below, revealing the following relationships.

Table 4. Multiple Linear Regression Test Results

<i>Model</i>	<i>Unstandardized Coefficients</i>	<i>Standardized Coefficients</i>	<i>t</i>	<i>Sig.</i>	<i>Model</i>
	<i>B</i>	<i>Std. Error</i>	<i>Beta</i>		
<i>(Constant)</i>	6.309	5.570		1.133	0.266
Employment Decision	0.379	0.103	0.477	3.682	0.001
Competence	0.394	0.158	0.324	2.493	0.018
Work Environment	0.706	0.180	0.490	3.928	0.000

Source: Data Processed, 2024

Based on table 4, the regression equation can be arranged as follows:

Employee Performance = 6.309 + 0.379 Job Satisfaction + 0.394 Competence + 0.706 Work environment + e, which explains as follows:

1. The constant value of 6,309 indicates that if job satisfaction, competence and work environment remain or are not improved or equal to zero, employee performance will still increase by 6,309.
2. When job satisfaction (X1) increases by one unit, while competence and work environment remain constant at zero, employee performance rises by 0.309 units, as indicated by the β value of 0.379.
3. A β value of 0.394 for competence (X2) shows that a one-unit increase in competence, with job satisfaction and work environment held constant at zero, leads to a 0.394 unit increase in employee performance.
4. The work environment (X3) demonstrates a β value of 0.706, indicating that when improved by one unit, with job satisfaction and competence remaining constant at zero, employee performance increases by 0.706 units.

4. Hypothesis Testing

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The t value is 3.682 and greater than the t - statistic of 0.222 with a significance value of less than 5%, namely 0.001. With this calculation, it indicates that the temporary answer or the first hypothesis, namely performance is positively and significantly influenced by job satisfaction, can be accepted. The t value is 2.493 and greater than the t - statistic of 0.222 with a significance value of less than 5%, namely 0.018. With this calculation indicates that the second temporary answer or hypothesis, namely performance is positively and significantly influenced by competence, so that H2 can be accepted. The t value is 3.928 and greater than the t - statistic of 0.222 with a significance value of less than 5%, namely 0.000. With this calculation, it means that the third hypothesis, namely performance is positively and significantly influenced by the work environment, can be accepted.

V. DISCUSSION

A. The Effect of Job Satisfaction on Employee Performance

The research findings reveal a strong positive correlation between job satisfaction and employee performance in Tawangharjo District. This relationship is substantiated by robust statistical evidence, with job satisfaction showing a t-value of 3.682, which significantly exceeds the t-statistic threshold of 0.222. The significance level of 0.001 ($p < 0.05$) further validates the statistical significance of this relationship. These findings align with previous research by (Kanafiah et al., 2021) and (Raffie et al., 2013), establishing a consistent pattern in the literature regarding the impact of job satisfaction on employee performance. The relationship operates through several key mechanisms that influence workplace behavior and outcomes.

Satisfied employees typically demonstrate enhanced work behaviors, including increased effort, higher productivity levels, and superior quality of work output. This positive correlation can be attributed to various factors, including appropriate compensation systems, constructive workplace relationships, and supportive organizational environments, all of which contribute to elevated employee motivation and organizational loyalty.

Conversely, the research highlights the potential negative consequences of low job satisfaction, including decreased motivation, increased absenteeism, and higher turnover intentions. These findings emphasize the critical importance of maintaining high levels of job satisfaction in the workplace. The research suggests that organizations fostering environments conducive to employee satisfaction are better positioned to achieve enhanced performance outcomes and organizational objectives. This underscores the strategic importance of implementing policies and practices that promote job satisfaction as a means of driving organizational success.

B. The Effect of Competence on Employee Performance

Data analysis indicates that increasing competence has a positive impact on employee performance in Tawangharjo District. This is supported by the results of the hypothesis test which shows a t-value of competence of 2.493, higher than the t statistic of 0.222, with a significance value of 0.018 ($p < 0.05$). These statistical data prove that there is a positive and significant influence of competence on employee performance. This finding is in line with previous studies conducted by Kanafiah et al. (2021) and Wagiyono & Herlambang (2020). The relationship between competence and performance is manifested in several important ways, including reliable competence which can lead to successful task implementation, increased work quality, and achievement of set performance targets. The analysis suggests that competence functions as a foundational element of workplace effectiveness. Employees possessing adequate knowledge and skills demonstrate superior capability in task completion, exhibiting both enhanced efficiency and effectiveness in their roles. This improved performance stems from their ability to apply relevant skills, make informed decisions, and adapt to workplace challenges.

C. The Effect of Work Environment on Employee Performance

The research findings demonstrate a significant correlation between workplace environment and employee performance in Tawangharjo District. This relationship is statistically validated through hypothesis testing, which yielded a t-value of 3.928 for the work environment variable, substantially exceeding the t-statistic threshold of 0.222. The significance value of 0.000, falling well below the 5% threshold, provides robust evidence of the positive and significant impact of work environment on performance. These findings align with existing research, particularly the study by Ekarama et al. (2021), which established a strong link between workplace conditions and employee performance. The relationship operates through multiple mechanisms: a well-designed and maintained work environment serves as a foundational element for employee productivity and satisfaction.

The impact of workplace environment manifests in both physical and psychological dimensions. Physical aspects, such as clean and organized workspaces, contribute to employee comfort and efficiency. Meanwhile, psychological elements, including harmonious working relationships and supportive leadership, foster a positive organizational climate that enhances motivation and engagement.

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Conversely, suboptimal work environments can trigger negative outcomes. Poor workplace conditions may lead to increased stress levels, diminished morale, and reduced performance metrics. The research suggests that environmental factors significantly influence employee wellbeing and productivity through their impact on comfort, support systems, and motivational elements. This underscores the importance of organizational investment in creating and maintaining optimal working conditions as a strategic approach to enhancing employee performance and organizational effectiveness.

VI. CONCLUSIONS AND SUGGESTIONS

A. Conclusion

The research reveals important relationships between three key workplace factors and employee performance. First, there is a positive and significant correlation between job satisfaction and employee performance, meaning that when workers are more satisfied with their jobs, their performance tends to improve meaningfully. Second, the study demonstrates that employee competence has a positive and significant impact on performance — as workers develop stronger skills and capabilities, their job performance shows notable improvement. Third, the work environment also shows a positive and significant effect on performance, indicating that better workplace conditions lead to enhanced employee output.

Statistical analysis of the data confirms these relationships, with all three independent variables – job satisfaction, competence, and work environment – showing significance values below the 5% threshold. This statistical finding strongly supports the validity of these relationships, as a significance level under 5% is a commonly accepted standard in research for establishing that results are not due to random chance.

These findings have important implications for organizations, suggesting that investing in employee satisfaction, skill development, and workplace conditions can yield measurable improvements in workforce performance. The research provides evidence-based support for focusing on these three areas in human resource management strategies.

B. Suggestion

The findings derived from the research indicate that the work environment constitutes the variable with the most pronounced impact on the enhancement of employee performance in the Tawangharjo District. Consequently, it is recommended that researchers prioritize the development of strategies or initiatives aimed at ameliorating the characteristics of the work environment within the Tawangharjo Sub-district, thereby facilitating an increase in employee performance. Furthermore, considering that the variables of job satisfaction and competence also exhibit a positive and statistically significant correlation with employee performance in the Tawangharjo District of Grobogan Regency, Central Java, it is imperative to enhance these factors as a means to optimize employee performance.

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