The Influence of Motivation, Work Environment, Competence, and Compensation on Job Satisfaction and Employee Performance in The Office of The Public Works Department of The Province of Bali

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Abstract: The purpose of this research are to know the influence of motivation, work environment, competence and compensation toward work satisfaction and employees performance in Public Work Agency of Bali Province. 150 sample were selected by stratified proportional random sampling among Public Work Agency of Bali Province employees. Data were collected by questionnaires and SEM were applies as an analysis technique. Based on statistical analysis, motivation and work environment have not significant influence toward work satisfaction but competence and compensation does have. Motivation and competence do not have significant influence toward employees performance but work environment and compensation does have. The implication is motivation, work environment, competence, and compensation need to be increased in order to improve employees work satisfaction. The increase of work satisfaction will be able to improve employees performance.

Keyword: Motivation, Work Environment, Competence, Compensation, Work Satisfaction, Employees Performance

INTRODUCTION

Agencies as one of the elements of the nation's competitive power must have high competence and performance in order to achieve goals. Insurance employees have a vision of realization Vision can be a motivation to encourage someone to reach their goals. Then the personal mission refers to a statement that defines meaning and purpose in life, while the mission of the Bali Province Public Works Office is the realization of a reliable environment and regional infrastructure based on the Tri Hita Karana concept. Based on observations, there are several public facilities that are in the public spotlight such as the Denpasar Sewerage Development Project (DSDP) work, traffic road work that is still damaged and potholed, making, inadequate drainage etc., it is not wrong if Sedarmayanti (2007) states that the bureaucracy in Indonesia is inadequate. It is portrayed as something long-winded, inefficient, and corrupt.

Employee performance can be seen from the level of employee discipline. Performance is a function of motivation, skills and role perception (Stoner, 1989). In addition, Bernardin and Russel (1993) state that performance is the recording of results obtained from certain job functions or activities during a certain period of time. Handoko (2001) argues that performance is the process by which organizations evaluate or assess employee performance. Suntoro (Tika, 2006) states that performance is the result of work that can be achieved by a person or group of people in an organization in order to achieve organizational goals in a period of time. certain. According to Simamora (2004), performance refers to the level of achievement of the tasks that make up an employee's job. Tika (2006) defines performance as the result of the work function/activities of a person or group in an organization that is influenced by various factors to achieve organizational goals in a certain period of time. Job satisfaction is a driving factor in improving employee performance which in turn will contribute to improving organizational performance (Gorda, 2004). Blum (As'ad, 1998) states that job satisfaction is the result of a variety of attitudes related to work and specific factors such as wages, supervision, job stability, job security, opportunities for advancement, fair work appraisals, social relationships at work, and supervisor treatment. Mathis and Jackson (2001), suggest that job satisfaction is a positive emotional state from evaluating one's work experience. Strauss and Sayles (Handoko, 2001), suggest that job satisfaction is also important for employee self-actualization. According to Robbins (2003), job satisfaction is the general attitude of an individual towards work where someone with a high level of job satisfaction shows a positive attitude towards work. Morse (Panggabean, 2004) states that job satisfaction basically depends on what a person wants from their job and what they get and what is obtained.

One of the variables that affect job satisfaction is employee motivation, which is shown by the support of activities that lead to goals (Sulistiyani and Rosidah, 2003). Motivation from within employees can come from the need for money, appreciation, power, and recognition. External motivation can come from family, coworkers and superiors. In general, motivation can be divided into two (Heidjrachman and Husnan, 2002), namely positive motivation and negative motivation. Positive motivation is the process of influencing people by providing the possibility of getting a reward while negative motivation is the process of influencing a person through the power of fear such as losing recognition, money, and other benefits. or position. According to Nawawi (2000), there are two forms of motivation, namely intrinsic motivation and extrinsic motivation or position. According to Nawawi (2000), there are two forms of motivation, namely intrinsic motivation and extrinsic motivation. Intrinsic motivation is a driver of work that comes from within the worker in the form of awareness of the meaning of the work being carried out. Extrinsic motivation is a driver of work that comes from outside the worker in the form of a condition that requires carrying out work to the fullest.

Another factor that affects employee performance and job satisfaction in carrying out tasks is the work environment, namely everything that is around the worker, which can affect him in carrying out his duties (Nitisemito, 1996). Work environment factors can be in the form of physical conditions of the office which include lighting, air temperature, etc. which can improve the conducive atmosphere and work enthusiasm and affect employee performance (Sedarmayanti, 2001). According to Mangkunegara (2006) the work environment includes clear job descriptions, adequate authority, challenging work targets, communication patterns, harmonious working relationships, a dynamic work climate, career opportunities, and adequate work facilities. An unsatisfactory work environment can reduce morale and ultimately reduce employee productivity (Ahyari, 1986).

Placement of employees in positions that are position in accordance with their competence is also one of the determining factors in increasing job satisfaction. Competence is a basic characteristic of a person (individual) that influences the way of thinking and acting, making generalizations to all situations faced and lasting long enough in humans (Ruky, 2006).

Competencies in relation to performance can be classified into two groups (Ruky, 2006), namely threshold competencies, namely the minimum criteria that must be met by position holders in order to work effectively and differentiating competencies, namely criteria that distinguish people who achieve superior performance and people whose performance is average.

Another factor that drives performance improvement is compensation. According to Handoko (2001), compensation is :

1. It is everything that employees receive in return for their work. Simamora (2004) states that compensation is what employees receive in exchange for their contributions to the organization Competence has a significant effect on employee performance
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3. Compensation has a significant effect on employee performance
4. Job satisfaction has a significant effect on employee performance Compensation according to Wayne (Mangkuprawira, 2002) includes direct cash, indirect payments in the form of employee benefits, and incentives to motivate employees to work hard to achieve high productivity. Siagian (2003) states that in developing and implementing a compensation/reward system, organizational interests and employee interests absolutely need to be taken into account. Rivai (2005) mentions several objectives of effective compensation management, namely to obtain qualified human resources, retain existing employees, ensure fairness, reward desired behavior, control costs, and follow the law.

5. Based on the background and observation
6. at the Bali Province Public Works Office, there are several problems that need to be researched. The variables to be studied are Motivation (X1), Work Environment (X2), Competence (X3), Compensation (X4), Job Satisfaction (Y1) and Employee Performance (Y2). The research conceptual framework compiled illustrates the direct influence of motivation variables (X1), work environment (X2), competence (X3), and compensation (X4) on job satisfaction (Y1) and performance (Y2). Each variable has indicators that will be measured from respondents through questionnaires.
7. Based on the research conceptual framework, nine research hypotheses are formulated as follows.
8. Motivation has a significant effect on employee job satisfaction
9. Work environment has a significant effect on employee job satisfaction
10. Competence has a significant effect on employee job satisfaction10.
11. Compensation has a significant effect on employee job satisfaction
12. Motivation has a significant effect on employee performance
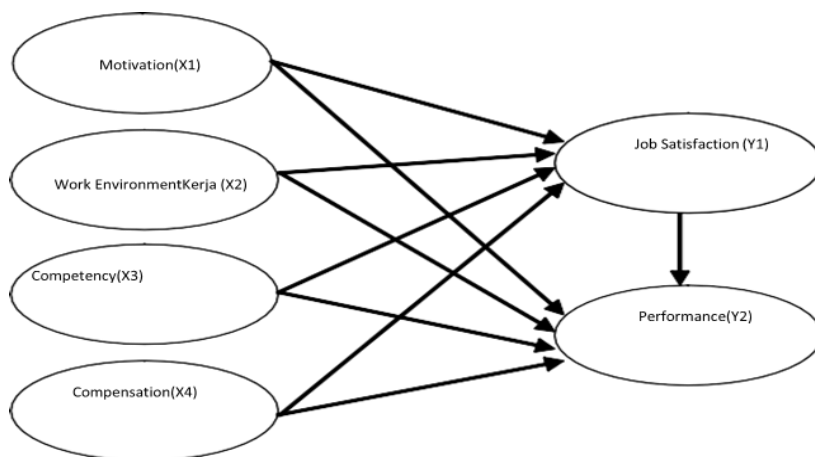13. Work environment affects employee performance

Figure 1. Research concept framework

RESEARCH METHOD

A sample size of 150 people was selected using the Stratified Proportional Random Sampling Method from 608 employees at the Bali Provincial Public Works Office (2009). Data collection was done by questionnaire, observation, and interview. The research instrument used a modified Likert scale with a scale of 1-7. The analysis technique used Structural Equation Modeling (SEM) using SPSS 15.0 and AMOS 7.0 computer programs. The instrument validity test is carried out by calculating the product moment correlation value of each statement item and the results show that all question items have a value above 0.3, which means that all statement items in the questionnaire are valid. The reliability test is carried out by calculating the alpha coefficient value of all variables and the results obtained show that all variables show a value above 0.60 which means that all variables are reliable.
that all variables are reliable.

RESULTS AND DISCUSSION

The results of the analysis of Model 1 (initial model) of research using SEM analysis are shown in Figure 2. The results of the calculation of Model 1 (initial model) of the goodness of fit index (goodness of fit index) show that of the eight criteria evaluated, only four criteria have met (fit), namely RMSEA, cmin /df, TLI, and CF.
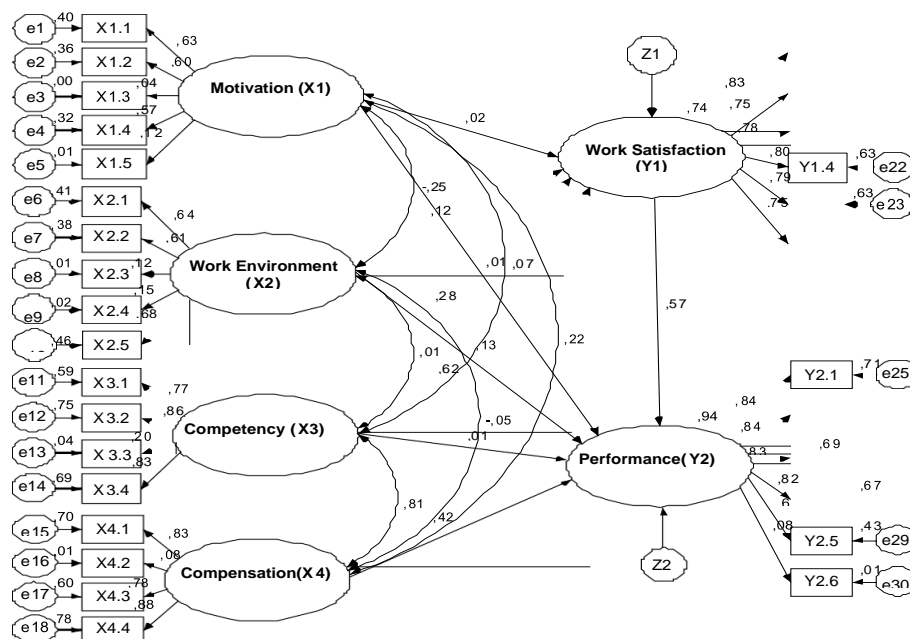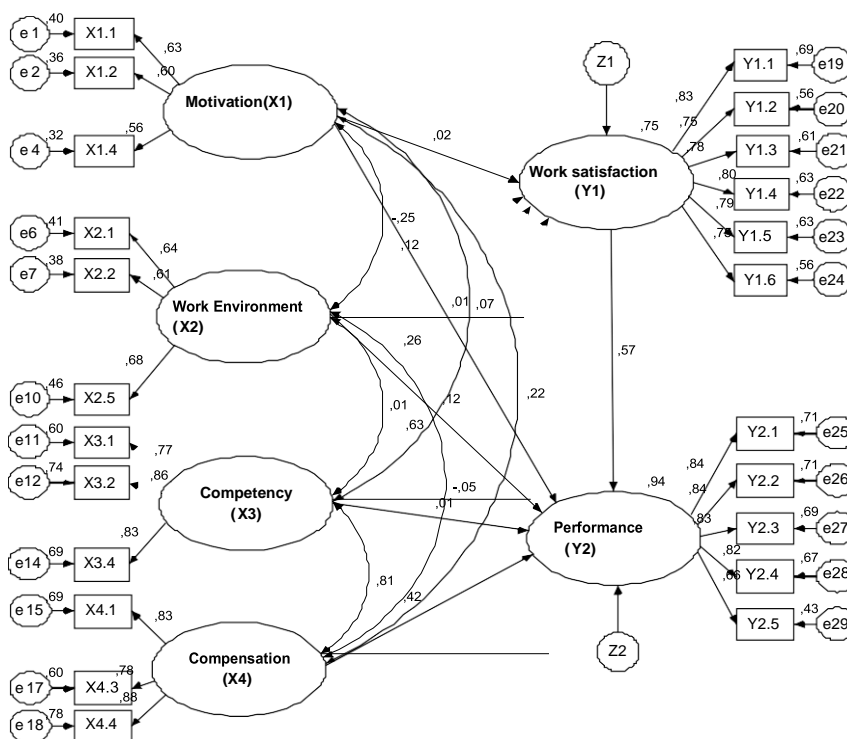
Goodness of Fit Measures	Crisis Value (cut of value)	Result at Model 1	Model Evaluation
Chi Square (λ^2)	Diharapkan kecil	443,243	Besar
Significance Probability (p)	= 0,05	0,032	Misfit
RMSEA	= 0,08	0,030	Fit
GFI	= 0,90	0,847	Misfit
AGFI	= 0,90	0,818	Misfit
CMIN / DF	= 2,00	1,137	Fit
TLI	= 0,95	0,971	Fit
CFI	= 0,94	0,974	Fit

Figure 2. SEM Analysis Model 1,
Source: Research result

Next is to test the SEM assumptions to identify discrepancies in the research results. The results of the data normality test show that all indicators have a critical ratio skewness value (c.r. skewness) and a critical ratio kurtosis value (c.r. kurtosis) between + 2.58, so the research data has a normal distribution so that the normality assumption is met (normally distributed data). Detection of multivariate outliers is done by paying attention to the Mahalanobis distance value, in this study there are two data that are outliers so that the data is then dropped to get the results.

Better research. The results of the unidimensionality test show that there are several indicators that must be dropped from the model because they have a loading factor value of less than 0.5. 0,5. These indicators are: X1.3, X1.5, X2.3, X2.4, X3.3, X4.2, and Y2.6. The results showed the value of the determinant of sample covariance matrix of 2.734 and this value is far from zero so it can be stated that there is no multicollinearity or singularity problem in the data analyzed. After testing the SEM assumptions, the initial model was re-estimated and resulted in Model 2 as shown in Figure 3.

Goodness of Fit Measures	Crisis Value (cut of value)	Result at Model 2	Model Evaluation
Chi Square (λ^2)	Diharapkan kecil	217,895	Kecil
Significance Probability (p)	= 0,05	0,432	Fit
RMSEA	= 0,08	0,010	Fit
GFI	= 0,90	0,894	Misfit
AGFI	= 0,90	0,864	Misfit
CMIN / DF	= 2,00	1,013	Fit
TLI	= 0,95	0,998	Fit
CFI	= 0,94	0,999	Fit

Figure 3. SEM Analysis model 2,
Source: Research result

The results of the calculation of Model 2 show that of the eight criteria evaluated, there are two criteria that are not yet fit, namely the GFI and AGFI values. To improve the value of the goodness of fit index of the model Then the model modification is carried out by looking at the modification index (MI) value in the output. The modification indices (MI) table is as shown in Table 1.

Table 1: Modification Indices (MI) Covariances: (Group number 1 - Default model)

M.I.		Par Change		
e24	<-->	Lingkungan Kerja (X2)	12,707	,190
e22	<-->	e29	4,371	,096
e11	<-->	e26	4,362	-,073
e14	<-->	e24	4,591	,093
e7	<-->	e20	6,159	-,109
e2	<-->	e12	4,967	-,079
e4	<-->	e20	7,133	,098
e4	<-->	e18	4,047	,063

Source: Research Result

Based on the Modification Indices (MI) table, it can be seen that the largest modification indices (MI) value is 12.707 which corresponds to the error covariance between e24 and X2. To get a good fit index value (fit), e24 is constrained with X2 using a two-way arrow as presented in Model 3 in Figure 4. Constraining e24 and X2 can be justified in theory (Ghozali, 2004).

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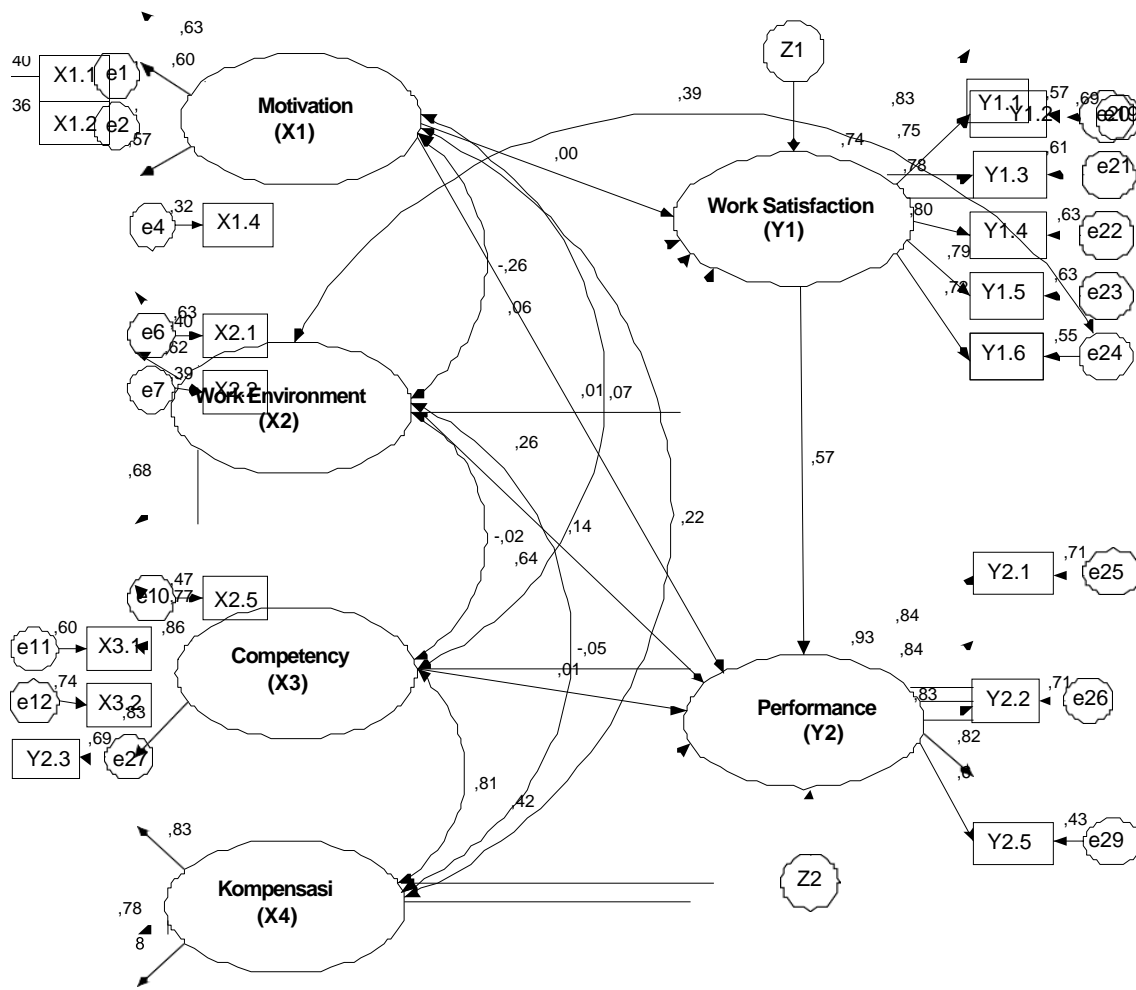
Goodness of Fit Measures	Crisis Value (*cut of value*)	Result Model 3	Model Evaluation
Chi Square (λ^2)	Diharapkan kecil	203,317	*Kecil*
Significance Probability (p)	= 0,05	0,689	*Fit*
RMSEA	= 0,08	0,000	*Fit*
GFI	= 0,90	0,900	*Fit*
AGFI	= 0,90	0,871	*Misfit*
CMIN / DF	= 2,00	0,950	*Fit*
TLI	= 0,95	1,006	*Fit*
CFI	= 0,94	1,000	*Fit*

Figure 4. SEM Analysis model 3
Source : Research Result

The results of the calculation of Model 3 show that there is only one criterion that has not been fit, namely the AGFI value. The results of the causality test can seen in the Unstandardized and Standardized Regression Weight Model 3 Output table as listed in Table 2.Tabel 2: O*utput Unstandardized* dan *Standardized Regression Weight* Model 3

			Unstandardized Estimate	Standardized Estimate	S.E.	C.R.	P	Label
1.	Y1	<--- X4	0,577	0,637	0,128	4,502	***	par_23
2.	Y1	<--- X1	0,005	0,003	0,138	0,040	0,968	par_24
3.	Y1	<--- X2	0,083	0,063	0,092	0,905	0,365	par_25
4.	Y1	<--- X3	0,226	0,259	0,112	2,009	0,045	par_27

No.	Path		Estimate	Std. Est.	S.E.	C.R.	P	Label
5.	Y2	<--- X 3	0,008	0,009	0,086	0,093	0,926	par_12
6.	Y2	<--- X 4	0,388	0,418	0,117	3,328	***	par_13
7.	Y2	<--- X 1	0,024	0,013	0,104	0,232	0,817	par_14
8.	Y2	<--- Y 1	0,583	0,568	0,116	5,023	***	par_17
9.	Y2	<--- X 2	0,185	0,137	0,077	2,409	0,016	par_26
10.	X1.4	<--- X 1	0,822	0,568	0,205	4,015	***	par_1
11.	X1.2	<--- X 1	0,856	0,601	0,199	4,298	***	par_2
12.	X1.1	<--- X 1	0,900	0,634				
13.	X2.2	<--- X 2	0,819	0,624	0,174	4,714	***	par_3
14.	X2.1	<--- X 2	0,750	0,632	0,139	5,414	***	par_4
15.	X3.4	<--- X 3	0,830	0,832	0,069	12,056	***	par_5
16.	X4.4	<--- X 4	0,900	0,884				
17.	X4.3	<--- X 4	0,734	0,775	0,063	11,611	***	par_6
18.	X4.1	<--- X 4	0,832	0,832	0,063	13,306	***	par_7
19.	Y1.2	<--- Y 1	0,793	0,753	0,087	9,130	***	par_8
20.	Y1.3	<--- Y 1	0,892	0,781	0,094	9,492	***	par_9
21.	Y1.4	<--- Y 1	0,901	0,796	0,093	9,671	***	par_10
22.	Y1.5	<--- Y 1	0,913	0,794	0,094	9,681	***	par_11
23.	Y2.4	<--- Y 2	0,956	0,820	0,077	12,394	***	par_18
24.	Y2.5	<--- Y 2	0,764	0,659	0,085	9,022	***	par_19
25.	Y2.3	<--- Y 2	0,937	0,831	0,074	12,714	***	par_20
26.	Y2.2	<--- Y 2	0,900	0,843				
27.	Y2.1	<--- Y 2	0,911	0,841	0,070	13,010	***	par_21
28.	X2.5	<--- X 2	0,900	0,684				
29.	Y1.6	<--- Y 1	0,900	0,722				
30.	Y1.1	<--- Y 1	0,977	0,829	0,096	10,152	***	par_22
31.	X3.2	<--- X 3	0,900	0,863				
32.	X3.1	<--- X 3	0,782	0,775	0,072	10,889	***	par_32

Source : Researh result

Based on the SEM results, hypothesis testing was carried out which resulted in the following answers:

1. Hypothesis 1 which states that motivation has a significant effect on employee job satisfaction is rejected, this is indicated by the standardized regression weight coefficient value of 0.003, C.R of 0.04, and probability 0.968.

2. Hypothesis 2 which states that the work environment has a significant effect on employee job satisfaction is rejected, this is indicated by the standardized regression weight coefficient value of 0.063, C.R of 0.905, and probability 0.365.

3. Hypothesis 3 which states that competence has a significant effect on employee job satisfaction is accepted, this is indicated by the value of the standardized regression weight standardized regression weight coefficient coefficient of 0.259, C.R of 2.009, and probability 0.045.

4. Hypothesis 4 which states that compensation has a significant effect on employee job satisfaction is accepted, this is indicated by the standardized regression weight coefficient of 0.637, C.R of 4.502, and probability 0.000.

5. Hypothesis 5 which states that motivation has a significant effect on employee performance is rejected, this is indicated by the standardized regression weight coefficient value of 0.013, C.R of 0.232, and probability 0.817.

6. Hypothesis 6 which states that the work environment has a significant effect on employee performance is accepted, this is indicated by the coefficient value *standardized regression weight of 0.137, C.R of 2.409, and probability of 0,016.*

7. *Hypothesis 7 which states that competence has a significant effect on employee performance is rejected, this is indicated by the standardized regression weight coefficient of 0.009, C.R of 0.093, and probability 0.926.*

8. *Hypothesis 8 which states that compensation has a significant effect on employee*

performance is accepted, this is indicated by the coefficient value standardized regression weight sebesar 0,418, C.R of 3.328, and probability 0.000.

9. *Hypothesis 9 which states that job satisfaction has a significant effect on employee performance is accepted, this is indicated by the standardized regression weight coefficient of 0.568, C.R of 5.023, and probability 0.000.*

After knowing the results of hypothesis testing, the direct effect, indirect effect, and total effect analysis is then carried out as shown in Table 3.

Tabel 3 :Analisis *direct effect, indirect effect,* dan *total effect, Source : Research result*

Standardized Direct Effect		Standardized Indirect Effect		Standardized Total Effect	
X 1 - Y1	0,003	X1 – Y1 – Y2	0,002	X1 – Y2	0,015
X 2 - Y1	0,063	X2 – Y1 – Y2	0,036	X2 – Y2	0,174
X 3 - Y1	0,259	X3 – Y1 – Y2	0,147	X3 – Y2	0,156
X 4 - Y1	0,637	X4 – Y1 – Y2	0,362	X4 – Y2	0,780
X 1 - Y2	0,013				
X 2 - Y2	0,137				
X 3 - Y2	0,009				
X 4 - Y2	0,418				
Y 1 - Y2	0,568				

The results of data analysis show that there is a positive but insignificant effect of motivation on job satisfaction as indicated by the standardized direct effect value of 0.003. This indicates that the motivation of employees in the Bali Province Public Works Office affects employee job satisfaction but has an insignificant effect. Different results were obtained when testing the relationship between the work environment variable and the job satisfaction variable which showed a standardized direct effect value of 0.063, this means that there is a positive but insignificant effect of the work environment on job satisfaction. This indicates that the work environment at the Bali Province Public Works Office affects employee job satisfaction but has an insignificant effect.

The standardized direct effect value of 0.259 was obtained when testing the relationship between the competency variable and the job satisfaction variable, these results indicate that there is a positive and significant effect of the competency variable on the job satisfaction variable. This result shows that when the competence of employees working in the Bali Province Public Works Office improves, the better the job satisfaction of employees in the office and vice versa if an employee does not have good competence, the employee's job satisfaction will be low. Positive and significant results were also obtained in the relationship between the compensation variable and the job satisfaction variable as indicated by the standardized direct effect value of 0.637. This means that the increase in compensation obtained by employees in the Bali Province Public Works Office will increase employee job satisfaction in the office and vice versa, when the smaller the compensation felt by employees, it will reduce employee job satisfaction. The results of data analysis statistically show a positive but insignificant influence between motivation variables on performance variables as indicated by the standardized direct effect value of 0.013.

This indicates the motivation of employees in the Bali Province Public Works Office,affects employee performance, but has an insignificant influence. Different results were obtained when analyzing the relationship between the work environment variable and the performance variable which showed a standardized direct effect value of 0.137 where it was statistically shown that there was a positive and significant influence between the work environment and performance. This means that improving the work environment in the Bali Provincial Public Works Office will improve employee performance and vice versa if the work environment conditions where the employee works are poor, then employee performance will

be low. The results of statistical data analysis show a positive but insignificant influence between competency variables on performance variables as indicated by the standardized direct effect value of 0.009. This indicates that the competence of employees within the Bali Province Public Works Office affects employee performance but has an insignificant effect.The compensation variable on theThis means that an increase in compensation will have an impact on increasing employee performance and vice versa if the compensation given to employees is less / not good, then employee performance will be low. The results of statistical data analysis show that there is a positive and significant influence between job satisfaction variables on performance variables as indicated by the standardized direct effect value of 0.568. This means that if the job satisfaction of employees at the Bali Province Public Works Office is good, the performance of its employees will increase. Conversely, if the job satisfaction felt by employees is not good, the performance of employees will be low.

CONCLUSIONS AND SUGGESTION

In this study, several conclusions can be drawn, namely Motivation and Work Environment have an insignificant effect on employee job satisfaction so that even though employees who work at the Bali Province Public Works Office have good work motivation, this has no significant effect or has little effect on the job satisfaction felt by these employees,

Likewise with the Work Environment, because it has no significant effect on job satisfaction, even though the work environment at the Bali Province Public Works Office has improved, it has no effect on employee job satisfaction. Competence and compensation have a significant effect on employee job satisfaction where the better the competence possessed by an employee, the better the job satisfaction felt by the employee while the better the compensation received by an employee, the better his job satisfaction will be.

Motivation and competence have an insignificant effect on employee performance which means that even though employees have good work motivation, this has no significant effect or has little effect on improving employee performance while the lack of effect on employee performance means that even though employees have good competence, this has no significant effect or has little effect on improving employee performance. The work environment and compensation have a significant effect on employee performance which means that the better the work environment, the better the performance of these employees while the significant effect of compensation on performance shows that the better the compensation received by employees, the better the performance of these employees at the Bali Province Public Works Office.

Job satisfaction has a significant effect on employee performance as indicated by the standardized direct effect value of 0.568. This value indicates that the better job satisfaction felt by employees, the better the performance of these employees. Another conclusion that can be stated is that individually, motivation and work environment have no significant effect on employee performance, but together motivation, work environment, competence, and compensation affect employee performance at the Bali Province Public Works Office. Based on the results of the study, it is recommended to decision makers at the Bali Province Public Works Office to improve employee performance.

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Based on the results of the study, it is recommended to decision makers at the Bali Province Public Works Office to improve employee performance.

The motivation of employees to achieve better performance, especially in terms of motivating employees to complete their work properly, precisely and accurately in accordance with the objectives set or provide strict sanctions (punishment) for employees who lack discipline and cannot complete their work properly and accurately. Working environment conditions, especially harmonious relationships / interactions between employees in the Bali Province Public Works Office, need to be improved, such as increasing coordination between fields / sub-fields by holding informal meetings of superiors and staff once in a while, and holding other social / family activities outside of official duties in order to create a comfortable work atmosphere so that it has an impact on employee job satisfaction which can later affect their performance.

Employee competence at the Public Works Office

Bali Province needs to be improved, especially in terms of improving technical/managerial expertise by providing opportunities for employees of the Bali Province Public Works Office to participate in formal and informal education, especially technical education and training related to the main duties and functions of the employees concerned and carried out on an ongoing basis so that the training followed does not seem redundant.

The provision of compensation (salary), especially for civil servants in Indonesia in general and in the Bali Province Public Works Office in particular, is still considered insufficient to meet employee needs. Agencies that regulate employment in Indonesia such as the StateMinister for the Empowerment of State Apparatus (Menpan) and the State Civil Service Agency of the Republic of Indonesia need to consider the compensation system (salary) for civil servants, because it will affect the job satisfaction of civil servants which in turn will affect the performance of the civil servants concerned.

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