

## **Job Competency and Work Environment: the effect on Job Satisfaction and Job Performance among SMEs Worker**

Ida Bagus Agung Dharmanegara<sup>1</sup>, Ni Wayan Sitiari<sup>1</sup>,  
I Dewa Gde Ngurah Wirayudha<sup>2</sup>

<sup>1</sup>(Lecturer, Magister Management, Warmadewa University, Denpasar – Bali, Indonesia)

<sup>2</sup>(Magister Management, Post Graduate Program, Warmadewa University, Denpasar – Bali, Indonesia)

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**Abstract :** *This study examined the association between job competence, work environment, and job satisfaction toward job performance among SMEs workers in Denpasar. As an explanatory study, a survey technique used in this study with data collected by distributing questionnaires to the respondents. The sample included 62 of 163 SME workers in Denpasar Bali who are working for small medium enterprise among member of Spa Products Manufacturers Association (APPROSPA) Denpasar Bali. By using PLS (Partial Least Square) method with Smart PLS 2.0 software, data collected was analyzed to find out the relationship and path coefficients among the variables. Results and findings of the study are discussed, and it implies the need of SMEs in Denpasar to dealing with job competency and to maintain level of satisfaction among its workers, in order to increase their performance.*

**Keywords:** *Job Competency, Work Environment, Job Satisfaction, Job Performance*

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### **I. Introduction**

Small and medium enterprises (SMEs) are a business group which could survive when economic crisis hit developing countries such as Indonesia. There are so many challenges faced by SMEs in order to improve its products both in term of quality or quantity. This challenge arise from internal factors that inhibit SMEs in their development is about its human resources [1]. In Bali province, Indonesia, the number of SMEs in 2013 in Denpasar have develop rapidly with number of 11.515 business units consisting of SME in various business such as trade, agricultural and non-agricultural industries. A rapid increasing number of business units well recognized after 2010, but the percentage of its growth has decreased. In addition to SMEs capital and business licensing, human resources development becomes a hot issue related to the implementation of MEAs at the end of 2015.

Even with tremendous growth in the number of SME in Denpasar Bali especially spa product, chairman of Spa Products Manufacturers Association (APPROSPA) Denpasar Bali also recognizes increasing number of tourists who visit to Bali, which this cause increased opportunities for entrepreneurs, especially spa product manufacturers. For spa products industrial, benefits such as raw materials which are easily obtained and it is not limited. Its market demand both from domestic and abroad make this business promising. With consideration about Denpasar as a center for economics and business activites in Bali, this means very prospective for spa product to foster market growth and profitability. But in the fact, increasing the number of spa product manufacturers have not been supported by improvements in quality, productivity and product diversification as constrained human resources.

To achieve growth and profitability targets in today's economy, organizations need to drive improvement in their performance. In SMEs performance management is related about how achieving results in a manner consistent with organizational expectations. Increasing number of business units SMEs in Denpasar will have impact on much growing job opportunities, but actually it was not followed by the number of workers who are competent. The fact that still few workers who had previously attended training in developing their skill so that there are required improvement in SMEs workers performance.

Job satisfaction and performance are two things that often get more attention in various studies in various countries including in Indonesia. Satisfaction-performance relationship has been studied for many decades. Previously well known behavior studies, Hawthorne Studies in 1930, and some human relations movement fostering interest in relationship between employee attitudes and performance. It because of job satisfaction and performance is a major determinant in organizational performance and effectiveness. Increased employee satisfaction affects performance to be more qualified with what was highly expected by organization. To achieve this, it needs appropriate competence, good working environment and a fair compensation in carrying the job. Mangkunegara [2] stated that competence of human resources associated with the knowledge, skills and personal characteristics that directly affect performance. Competence can be correlated with job performance and capabilities in order for improve through training and development.

Abraham et al (2001) suggested for organizations that want a high-performance organization should be encouraged to recognize individual competencies that are critical for the success of employee performance assessment and must ensure that the same competence have been incorporated into the performance appraisal process.

Previous research related to how competence influencing employee performance conducted by Abraham [3], in which its research conclusion states that for organizations want a high-performance organization should be encouraged to recognize managerial competencies among its employee. Job competency has been critical for successful performance of employees and organization must ensure that its has been incorporated into the performance assessment process. In order to understand the relationship nature between competencies with organizational variables have urged the need to reflect on the outcomes of attitudinal mechanism such as job satisfaction.

Competency-based practices are popular among large and mid-sized employers as an integral tool for talent selection, retention, and development. Competency is also used as a more comprehensive description of the requirements of human resources in organizations. When dealing with small medium enterprise, competencies which also describe the skills, knowledge, behaviors, personal characteristics, has been associated with success in organization even with a small economic scale. Nowadays, HR executives and practitioners are facing many new opportunities in order to utilize competency methods to improve individual neither team nor organizational performance [4]. It would be recognized that the key concern is to leverage existing competency practices to have a significant and measurable impact on business results [4].

Creating a work environment in which employees are productive is essential to increase their performance, companies should considerate and work to create an environment in which employees feel a sense of security, an overall sense of support and well-being, and a socially connected, engaging and satisfying workplace. Work environment is considered to be an important factor affecting performance. Workers who are comparatively more satisfied concerned about factors related to job and organization itself. In order to boost productivity, organization try to design work environment in a way that could satisfies employees. Phillips and Gully [5] recognized work environment as constellation of organization's rules, management practices, policies and reward systems. Work environment also point out some its characteristics that could influence the employees' motivation. A better work environment would be plays as key motivators and enhancing satisfaction of employees in any given organization. The quality of the employee's workplace environment will have impacts on their level of satisfaction and subsequent performance. How well they engage with the organization, especially with their immediate environment, influences to a great extent their performance.

Growing perception realized under the mistaken impression that the level of employee performance on the job is proportional to the size of the employee's pay package. In most of previous literature on ways of measuring how the physical environment meets people's needs, in which many varieties and examples of misfit. Researchers are continuously exploring ways in order to understanding how job competency and work environment inspire workers when increasing their satisfaction and performance.

Work environment previously known has little influence on employees job satisfaction, as it realized that work environment would directly and indirectly affects workers performance. Kaur *et al* [6] study informs that in New Delhi India, the majority (88%) of physicians who feel their workplace as a good work environment. Workers' positive feeling of their workplace environment to work tends to make them personally more satisfied. When they are satisfied with the job, it means they feel more happy. This means that happy employees could perform their job at their highest potential, while unhappy employees do not.

Good atmosphere in workplace associated with a person's perception to their job satisfaction, thus will make employees more loyal to the company . Employer do not have to worry about quality workforce lost who has been guided and trained so well. With higher job satisfaction, employees will try the best to achieve goals and objectives of the company and they will devote all their attention and time to reach success [7]. Several factors are associated with employee satisfaction include job characteristics and environment in which employee works. Positive workplace environment can lead to positive spirit and morale of employees, so that they can be more motivated in their work, at the end job satisfaction will be achieved [8]. Unsatisfactory about workplace environment could lower morale and ultimately lower productivity.

Previous literature suggested limited understanding and information exist regarding defined employee and their perceptions of the work environment. Also there are limited information regarding how these work environment perceptions influence behavior, and how these perceptions and influenced behaviors affect human performance. As Robinson and Robinson [9] stated work environment, including all internal and external factors for employees, could impact their performance well.

To achieve the objective of an increased understanding of how employer of SME can make their worker performance improvement solutions more effective for organization, the following questions directed the line of inquiry for the investigation:

1. What variable with the most dominant effect could significantly influence SME worker performance?
2. How well job competency and work environment could significantly influence SME worker performance?
3. How well SME workers satisfaction could enhance the effect of job competency and work environment toward their performance?

#### Theoretical And Empirical Background And Hypothesis Development

In this article, we examine theoretical model about determinant of performance. Job competency, work environment, job satisfaction are factor influencing individual performance. All relevant concepts are discussed and theoretical framework is developed, which also recognize a number of relationship among variables that examined in this study, in order to develop a set of hypotheses.

#### **Relationship of Job Competency and Work Environment on Job Satisfaction**

A competency is defined as a capability or ability, which is a set of related but different sets of behavior organized around an underlying construct [10]. Job competency is a critical source of performance, and it is also noteworthy to examine individuals competence because they directly related to specific aspect of individual attitude. Further, in order to understand relationship nature between job competency with other variables these authors have urged the need to reflect on the outcomes of organizational interactions. Previous author such as Supiyanto [11] in whom a study consist of 108 employees as respondent show result that competence have a significant effect on job satisfaction. This result are relevant to Wardani [12] show significant effect of job competency on employee job satisfaction. Research by Dhermawan *et al* [13] also showed when competence of workers increasing, there will be increased effect on their job satisfaction.

Manulang [14] states that good physical work environment conditions or even more pleasant job situation during working hours will improve employee morale in work, so it can be recognized a good working environment will affect employee's happiness and satisfaction. Research conducted by Larasaty [15] concluded work environment has a positive and significant impact on job satisfaction. Rossberg *et al* [16] in their research that the working environment to obtain a significant effect on job satisfaction. Pitaloka and Sofia [17] in their study results showed that work environment is antecedent of job satisfaction and organizational commitment of internal auditors.

Based on these theoretical rationales, hypotheses proposed in this study:

H1: Job competency has positive and significant impact on job satisfaction of SMEs Workers.

H2: Work environment has positive and significant impact on job satisfaction Employee SMEs Denpasar

#### **Relationship of Job Competency, Work Environment and Job Satisfaction on Job Performance**

An individual could demonstrate behaviors for multiple reasons or even to variously intended ends. Specific competency is a matter in term of relating different behaviors that are considered alternate manifestations [10]. Spencer and Spencer [18] stated that job competency as underlying characteristic of an individual which causally related to criterion-referenced effective and or superior performance in a job. Ruky [19] said that competencies needed to perform specific roles for job performance, similar with other research about competence toward performance by Hadiyatno [20], Rohimah [21].

Work environment has little influence on the performance of the employee and the course of the company's operations, and thus both directly and indirectly affect the level of productivity of the company. A good working environment will certainly be able to improve the productivity of employees and vice versa poor working environment will result in declining employee productivity. Susanto [7] in his research suggests that the working environment has a significant influence on employee performance. Ekorini [8] in his research concluded that the working environment positive and significant effect on performance. Organization have to build awaransess about involving employees in setting meaningful goals and performance measures for their work. Features of the work environment can be designed to contain cues for performance standards, thereby influencing productivity on the job.

Job satisfaction felt by employees gives some impact one of which is an increase in the productivity side, where the high productivity led to an increase of job satisfaction of employees. Shore and Martin [22] and also Saari and Judge [23] examine the impact of job satisfaction on the performance and found that job satisfaction is positive and significant effect on performance. Koestomo [24] studied the influence of organizational culture on motivation and job satisfaction and employee performance in the sub-sector medium-scale wood processing industries in East Java. Research finding shows that job satisfaction positively affects the job performance. Cecilia [25] studied the effect of job satisfaction on individual performance that job satisfaction has a positive relationship with performance.

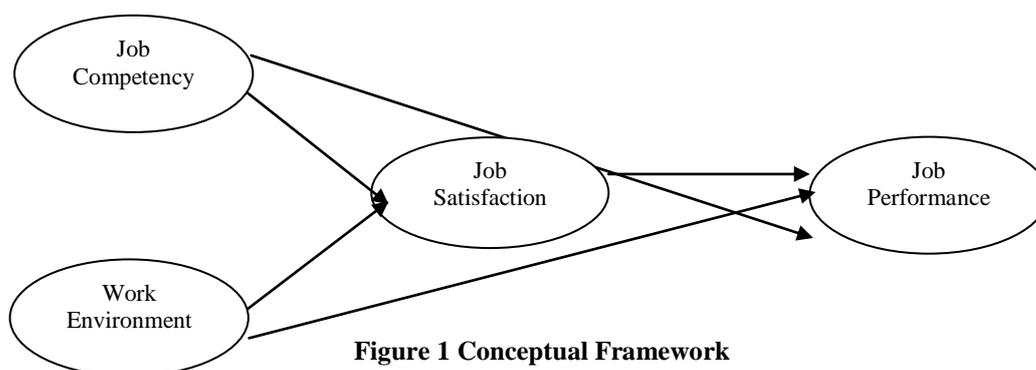
Based on these theoretical rationales above, hypotheses proposed in this study:

H3: Job competency has positive and significant impact on the performance of SMEs employees

H4: Work environment have positive and significant impact on the performance of SMEs employees

H5: Job satisfaction has positive and significant impact on the performance of SMEs employees

Based on description of the relationship among variables above, conceptual framework that proposed on this study consist of job competency, work environment as antecedent of job satisfaction and performance. While job satisfaction itself also related with job performance, it could be intervening variabel that moderate the relationship. This study has aimed to validate and examine direct and indirect effect of job competency and work environment toward job performance. Conceptual framework of the study could be seen below:



## II. Methodology

As explanatory research, this study have its purpose to describe relationship between variables through hypothesis testing. Objectives of this study achieved including clarify effect which structural model involves a series of variables studied. Data collected processed by using Partial Least Square (PLS) analysis with the calculation process assisted using SmartPLS software application program.

### Population and Sampling Size

Population in this study are workers in industrial SMEs spa products which its industry has been registered in the Department of Industry and Trade of Denpasar and become a member in Spa Products Manufacturers Association (APPROSPA) Denpasar. There are 11 business units with 62 respondent was taken as sample in this study.

**Table 1 Respondent’s Composition in SME member of APPROSPA Denpasar Bali**

No	SME	Total Respondent
1	Putri Bali Restu Dewata	4
2	Bali Alus	6
3	Bali Tangi	7
4	UD. Karunia Sindu Sakti	4
5	Pusaka Ayu	6
6	UD. Sekar Jagat	5
7	PT. Arjuna Yoga Sakti	6
8	Putri Ayu Sekar Wangi	5
9	Altara	7
10	CV. Denara Duta Mandiri	6
11	PT. Uber Sari Bali	6
<b>Total</b>		<b>62</b>

## III. Measures

Job competency is an ability to execute or perform a task that is based on the skills and knowledge, also supported by work attitude in which demanded. It is a set of related but different sets of behavior organized under an underlying construct, in which this competency scale consists of 6 indicators adapted from Wibowo [26]. Construct reliability is shown from Cronbach alpha value was found about 0.916.

Work environment defined as total of external and internal factors that can affect the employee's performance in order to achieve company goals. This scale was adapted in this study scale based from Swastha [27] consists of 6 indicators, and has construct reliability was found about 0.933.

Job satisfaction in this study defined as a positive attitude of SMEs workers about their component of job such as pay, promotion, co-worker, supervisor, job itself, and work environment. This scale was adapted in this study based from Stephen Robbins' concept of job satisfaction which consists of 7 indicators. Reliability of this construct which shown from Cronbach alpha value was found about 0.932.

Job performance consist of both quality and quantity of human resources achievement in unity in the period of time when carrying out his duties according to the responsibilities given. This scale was based on Mathis and Jackson [28] which consists of 5 indicators. Reliability of this construct which shown from Cronbach alpha value was found about 0,893.

**Data Analysis**

In this study data were analyzed using Partial Least Square, because of the structural model in the PLS latent variables based on the explained variance of the dependent latent constructs. As a family of regression analysis and part of structural model, Partial Least Squares is based methods designed for the analysis with high dimensional data in a low-structure environment [29]. One of different application field used was PLS-Path Model, which generated in this study as a statistical approach in order to modeling complex multivariable relationships among observed and latent variables. The goal of PLS path modeling is primarily to estimate the variance of endogenous constructs and in turn their respective manifest variables.

**Result And Discussion**

As shown in TABLE 2 below, average variance extracted (AVE) of the constructs in this study shown above 0,5. This means all of indicators have a good convergent validity in this reflective measurement models.

**Table 2 AVE Construct, Outer Loadings and Mean**

Construct	AVE	Indicator	Outer Loading	Mean
Job Competency	0.708	Knowledge	0.824	4.03
		Understanding	0.866	4.05
		Proficiency	0.859	4.18
		Value	0.834	3.97
		Attitude	0.881	4.00
		Interest	0.779	3.97
Work Environment	0.718	Office lighting	0.836	3.95
		Office temperature	0.828	4.11
		Office voice	0.847	4.06
		Office color	0.861	4.13
		Spatial flexibility	0.864	4.00
		Co workers relation	0.843	4.02
		Supervisor relation	0.852	4.11
Job Satisfaction	0.748	Pay satisfaction	0.875	4.02
		Satisfaction toward promotion	0.886	4.03
		Satisfaction toward co-worker	0.888	4.02
		Satisfaction toward supervisor	0.850	4.13
		Satisfaction toward work itself	0.823	4.08
		Satisfaction toward work condition	0.865	3.92
Job Performance	0.706	Quantity of work	0.798	3.97
		Quality of work	0.864	3.92
		Time accuracy	0.856	4.00
		Attendance	0.822	3.94
		Work cooperation	0.860	4.15

From outer model evaluation as described in TABLE 2 above, the highest indicator in job competency is attitude which has factor loading equal to 0,881. The lowest factor loading of job competency is interest indicator which its factor loading founded equal to 0,779.This indicate that job competency among SMEs workers mainly manifested by their attitude. What have been shown by SMEs workers is all about how to have good and positive attitude, which this could reflect that they competent in their job.

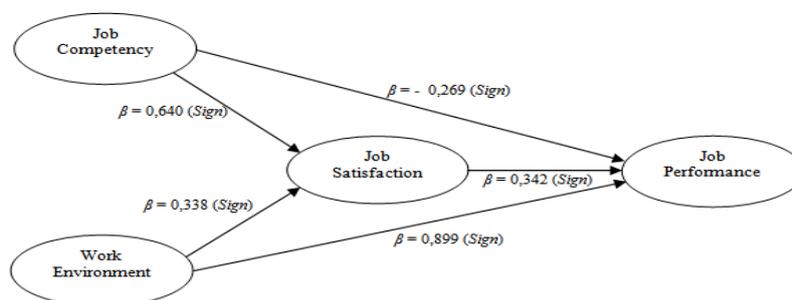
While for work environment found that mainly manifested by spatial flexibility in the workplace which has factor loading equal to 0,864. These SMEs workers perception shown that work environment build upon the most from spatial flexibility in the office. This will influence workers to do some task more effectively, rather than thinking about limited spatial flexibility in workplace. Satisfaction toward co-worker indicate the main factor of job satisfaction, which its factor loading founded equal to 0,888. Having a good co-worker will be positively increasing happiness of SMEs workers.

Result also indicates that job performance of SME workers mainly manifested by how well they have a good quality of work. From this industry scope, quality means perfection. Quality is considered as important criterion about SME workers' performance. Mean score result indicates that job performance and its indicator have lowest mean, while work environment has a highest mean.

**Table 3 Beta Coefficients**

Relationship Among Variables	Original Sample Estimate	t-statistic	Note
Job Competency -> Job Satisfaction	0.640	5.465	Sign.
Work Environment -> Job Satisfaction	0.337	2.427	Sign.
Job Competency -> Job Performance	-0.269	2.883	Sign.
Work Environment -> Job Performance	0.899	6.800	Sign.
Job Satisfaction -> Job Performance	0.341	3.432	Sign.

There are five relationships between variables which are tested in this study. From the path coefficient result (TABLE 3) has shown that all of the relationship in the model has a significant effect. The result of t-test analysis indicated that all of interrelationships among variables in structural model are significant. Despite of being seen as determinant of performance, surprisingly job competency is founded negatively influencing job performance. It means that if competency among SME worker has increasing, it would be decrease performance among them.



**Figure 2 Path Coefficient Result**

All of the hypotheses were analyzed using Partial Least Square method. Below are explanations of every hypothesis which have proposed in this study:

**Hypothesis 1.** This hypothesis proposed that job competency have significantly and positive effect on job satisfaction. The significant path coefficients of the structural line from job competency to job satisfaction were  $\beta = .640$  ( $p < .000$ ). From the result we conclude that hypothesis 1 is accepted, which mean such participants in this study who reported higher levels of competency were more likely to report higher levels of their satisfaction. This result supports previous study such as Wardani [12] and also Dhermawan *et al* [13] when increased competence of workers will lead to greater satisfaction of their job.

**Hypothesis 2.** This hypothesis proposed that work environment have significantly and positive effect on job satisfaction. The significant path coefficients of the structural line from work environment to job satisfaction were  $\beta = .338$  ( $p < .001$ ). From the result we conclude that hypothesis 2 is accepted, which means better perception SME workers of work environment will lead to increase their job satisfaction. This result are relevant to Larasaty [15] and also Pitaloka and Sofia [17] in which their studies shown significant relationship among work environment toward job satisfaction.

**Hypothesis 3.** This hypothesis proposed that job competency have significantly and positive effect on job performance. The significant path coefficients of the structural line from job competency to job performance were  $\beta = - .269$  ( $p < .003$ ). Hypothesis was not entirely supported by the results of the Partial Least Square analysis, with the predicted effects of job competency toward job performance founded negative. It would means that an increase in job competency among SME workers would correspond to a decrease in the level of their performance reported by survey participants. Finding shows that only one main path coefficient that found

to be negative, and it was the relationship of job competency on job performance. This finding are irrelevant with previous studies such as Spencer and Spencer [18]; recently Hadiyatno [20], and Rohimah [21].

*Hypothesis 4.* This hypothesis proposed that work environment have significantly and positive effect on job performance. The significant path coefficients of the structural line from work environment to job satisfaction were  $\beta = .899$  ( $p < .000$ ). Similarly to previous study [8] that good working environment will be able to improve performance of SMEs workers.

*Hypothesis 5.* This hypothesis proposed that job satisfaction have significantly and positive effect on job performance. The significant path coefficients of the structural line from job satisfaction to job performance were  $\beta = .342$  ( $p < .000$ ). Increased satisfaction is suggested to be related to increased performance among SME workers. This result relevant with previous studies such as Shore and Martin[22], Saari and Judge [2004], Cecilia [24] and Koesmono [25] which stated higher job satisfaction will lead to greater job performance.

#### **IV. Conclusion**

Results output indicates job competence and working environment have a significant impact on increased job satisfaction, with competence have dominant effect on job satisfaction. This means that SMEs workers in Denpasar feel more important about their competence in pushing their level of job satisfaction. Job competency, job satisfaction and work environment also have an important impact in boosting SMEs workers performance. Relationship pattern between job competency and performance were found inversely. While the effect of job satisfaction and work environment has a positive impact on job performance. Among these three variables that affect SMEs workers performance, work environment founded has biggest impact in boosting job performance.

The findings showed that job competency have an important impact on job satisfaction of SMEs workers in Industrial Products Spa Denpasar. Higher competency owned by SMEs worker will encourage them to be more satisfied. Work environment has significant effect toward job satisfaction of SMEs worker. It can be argued from the analysis that the work environment plays a very important role in determining the level of the SMEs workers performance.

Job competency has important impact on SMEs workers performance in Industrial Products Spa in Denpasar. The inversely effect of employees job competency to their performance founded very interesting. The more competent worker then this will tend to decrease their performance. The fact that if a SMEs worker trained well on how become more skillful in job, there is tendency to become an entrepreneur as they act as perpetrator of new similar business alone. This phenomenon shown hiding desire of SMEs workers to open new business with similar product, which is pushed by improvement of their competencies, especially because they have more skilled, and have better understanding about operational, production, or even marketing procedures. For workers this reason will be matter that competencies could decrease their behavioral performance in working.

Otherwise, findings indicate work environment have greatest impact on SMEs workers performance in Industrial Products Spa in Denpasar. The spatial flexibility which as main reflection about workplace condition very important to generate good work environment for SMEs workers hence it will boost their performance. For Industrial Products Spa Denpasar, good working condition will have contribution to workers task or job completion in workplace.

Findings of this study indicate that more satisfied SMEs workers will encourage them to generate better jobs performance. Happier workers will strengthen the effect of the job competency and work environment toward their job performance. Job satisfaction has mediating effect between job competency, work environment on performance. This positive impact is different when compared to direct effect of job competency on SMEs worker performance.

For SMEs Industrial Products Spa in Denpasar, there is growing attention for employer to manage and develop competencies of their workers appropriately. Even though job competency could excavate to maximum ability of workers, employees who are more competent will support their satisfaction. But on the other hand SMEs workers competency will reduce their performance if it is related directly based on an individual basis, considering the desire or intention to open a new similar business because they already mastered technical skills and operational procedures related business. In case, feedback need to provided by employers on their employee's competencies which typically feeds into development of a workers learning or action plan, and also in addressing gaps between performance and development within or beyond the workers current job.

High-performance organizations realize that their success depends on how capable their people are. They also recognize that formal education does not necessarily equip employees with the appropriate skills to thrive in the workplace. The solution lies in training staff to meet the specific requirements of organization. From findings and results above implies that there are urgency for employer to make workers satisfied after build and develop their competencies. If it is not happen, increasing competencies of workers will lead to decreased job performance. Therefore, strategic human resources planning for SMEs Industrial Products Spa in Denpasar is crucial to keep, maintain, and even increase satisfaction felt by workers.

This research could not be separated from some of the limitations in defective research. Some limitations are revealed which are: (1) this study only took sample of SME workers in Denpasar spa products industry, without examined all the workers in the other types of SMEs. (2) This study is cross-sectional, in which the study only done in one time. (3) Self-assessment method of questionnaire developed in order to assess perception constructs which are measured in this study. Subjectivity of respondents may be existing, but this does not diminish validity or authenticity of data that has been obtained.

Suggest for further research is possibility to examine SMEs workers who work in different types of industries, to get information and phenomenon which has not been revealed in this study; longitudinal studies are suggested for future studies, and also comparing perception of workers in continuous span can provide additional information. It is also necessary to further examine the determinants of employee performance. This study only examined determinants of employee performance in terms of job competency, work environment and job satisfaction. Future studies are expected to explore concepts or other variables that may affect the pattern of the relationship between job competency and work environment on employee performance.

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