

The Influences of *Job Design, Competence* and Rewards on *Job Satisfaction* and Employee Performance of PDAM Delta Tirta Sidoarjo Regency

Rosalina Ayu Wulandari ¹, Ida Aju Brahmasari ², Ida Aju Brahma Ratih ³

^{1,2,3} University of 17 Agustus 1945 Surabaya, Indonesia

Email: brahmasari@untag-sby.ac.id ², idaajubrahmaratih@gmail.com ³

Correspondence: rosalinaayu@surel.untag-sby.ac.id

Article history: received September 14, 2023; revised September 19, 2023; accepted September 21, 2023

This article is licensed under a [Creative Commons Attribution 4.0 International License](https://creativecommons.org/licenses/by-sa/4.0/)



Abstract

The Indonesian government has the responsibility to design and implement policies that integrate economic, social and environmental aspects in realizing sustainable development. The government always strives to manage existing natural resources (SDA) for the welfare of the Indonesian people as a form of the government's alignment with the interests of society. This study aims to determine and analyze the influence of job design, competency and reward on job satisfaction and employee performance of PDAM Delta Tirta Sidoarjo Regency. The approach used in this research is a quantitative approach. The sampling technique used was proportionate random sampling, the research sample amounted to 172 respondents. Data collection using questionnaires distributed to 301 employees. The collected data were analyzed using structural equation modeling (SEM) analysis techniques using statistical software tools, namely Amos 24. The results showed that Job design affects on Job satisfaction; Job design affects employee performance; Competency affects Job satisfaction; Competency affects employee performance; Reward affects Job satisfaction; Reward System has no effect on employee performance; Job Satisfaction affects employee performance.

Keywords: Jobs Design, Competency, Reward, Job Satisfaction, Employee Performance.

INTRODUCTION

The Indonesian government has the responsibility to design and implement policies that integrate economic, social and environmental aspects in realizing sustainable development. The government always strives to manage existing natural resources (SDA) for the welfare of the Indonesian people as a form of the government's alignment with the interests of society. This is the embodiment of the mandate of Article 33 Paragraph (3) of the 1945 Constitution whereby the land, water and natural resources contained therein are controlled by the state and used as much as possible for the prosperity of the people. In order to carry out these responsibilities, the Indonesian government maximizes the potential of natural wealth in equitable distribution of the use of clean water to the people in accordance with Law Number 7 of 2004 concerning Water Resources concerning clean water with the formation of PDAMs. Where PDAM is a Regional Owned Enterprise (BUMD).

PDAM or Regional Drinking Water Company is a business entity engaged in the provision of drinking water at the regional or local level. PDAMs are usually owned and operated by the local government or provincial government, and are responsible for providing clean drinking water and sanitation services to the people in their working areas. PDAM is tasked with managing water resources, processing and distributing drinking water to customers in its territory. They are also

responsible for maintaining the water distribution system, setting water rates, and carrying out drinking water management activities in accordance with the Regulation of the Minister of Public Works and Public Housing Number 02/PRT/M/2016 concerning Implementation of Drinking Water Management. Through PDAM, local governments try to ensure that the people in their areas have adequate access to safe drinking water and good sanitation services. PDAM also has an important role in maintaining the sustainability of drinking water supply, reducing water loss, and managing waste water efficiently. Government Regulation Number 16 of 2009 concerning Domestic Wastewater Management. In equal distribution of clean water utilization, the Indonesian government will increase PDAMs by 387 companies in 2020 (katadata.com, 2020) including PDAM Delta Tirta.

PDAM Delta Tirta Sidoarjo Regency is a regional drinking water company operating in Sidoarjo Regency, East Java, Indonesia. PDAM Delta Tirta, Sidoarjo Regency is a public service company in accordance with the Decree of the Minister of Administrative Reform No. 63 of 2003 which is responsible for providing clean drinking water and sanitation services to the people in the Sidoarjo Regency area.

PDAM Delta Tirta Sidoarjo Regency has the responsibility to design and implement policies to improve quality, especially in service to the community through effective and efficient performance. Good management in an organization is important for the sustainability and achievement of goals amidst the challenges of the increasingly rapid development of information technology and the economy. The achievement of organizational success and success cannot be separated from the important role of every quality human resource in the form of the dedication and commitment of everyone in it to contribute optimally.

Every company or organization is required to be able to improve the quality of existing human resources. One of the factors that can determine the quality of human resources is the company or organization's ability to develop and facilitate the wishes of employees. This statement is in accordance with the opinion of Garg Pooja and Rostagi, (2006), namely employees will produce work that has positive value if employees are comfortable with the work environment, motivated and satisfied at work. In an organization, employee performance is a very important aspect in achieving goals. According to Mangkunegara (2004: 67) performance is the result of work in quality and quantity that has been achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Performance is assessed and declared good if the goals of the organization can be achieved properly. The factors that influence the achievement of quality employee performance are external factors and internal factors. Internal factors include gender, age, educational background, work motivation, work history and experience, while external factors include company facilities, work environment, industrial relations, and management policies including compensation and awards.

PDAM Delta Tirta Sidoarjo Regency as a public service provider has an obligation to provide clean water to the community. The importance of optimizing employee performance in providing quality services, the company is deemed necessary to carry out planning and division of tasks effectively and efficiently.

Literature Review

Human Resource Management

Hasibuan (2016) states that human resource management is "the science and art of managing relationships and the role of the workforce so that it is effective and efficient in helping the company, employees and society achieve the goals". Human resource management has several definitions put forward by experts. Dessler (2010) states that human resource management as policies and training to meet employee needs or aspects contained in human resources such as management positions,

employee procurement or recruitment, screening, training, compensation, and employee performance appraisal. Based on some of the definitions above, it can be concluded that human resource management is a study of human workforce issues that are arranged according to the sequence of functions, so that they are effective and efficient in realizing company, employee and community goals.

Job Design

Mondy (2008) stated that *job design* is the process of determining the specific tasks to be performed, the methods used in carrying out the tasks, and the way the job in question relates to other jobs in the organization. The indicators used to measure *job design* according to Mondy (2008) include:

1. Task significance
The significance of the task is that employees will work better if they believe that the work given by their superiors is quite important work, provide assurance that every job they do will make the company stronger.
2. Ability and skills development
Capability development is a job design that must be able to describe the ability development of employees
3. Task diversity
Job diversity means that employees will work better and stay on the job longer if they are given a variety of jobs.

Competency

Renyut (2017) states that *competency* is a person's ability to work in accordance with the skills and knowledge possessed. *Competency* is operationally measured using five indicators (Renyut, 2017) as follows:

1. Knowledge, is a series of job-related information that a person has, where the information is correct and useful.
2. Expertise, is a person's proficiency in understanding and doing the work being done.
3. Mastery, is the process, way and behavior of a person in mastering, understanding or being able to use the knowledge and intelligence they have on the work being done.
4. Professionalism, is a person's competence to carry out work properly and correctly and commitment to improving one's abilities as an employee.
5. Experience, is an event that has been experienced both in the past and in the present, which experience in this case is work experience.

Rewards

Badriyah (2015) states that rewards are everything form reward or reply services provided by the company and received by employees on work that has been done . The indicators used to measure rewards (Badriyah, 2015) are as follows:

1. Salary/wages, remuneration paid periodically to permanent employees and have a definite guarantee.
2. Incentives, remuneration given to employees for their achievements, giving incentives is intended to motivate employees to work more enthusiastically so that employee productivity increase.
3. Bonus, remuneration for the results of work that has been carried out if it exceeds target.
4. Benefits, giving compensation to create a sense of comfort and security at work.

5. employee service programs in the form of facilities to make it easier for employees to work.
6. Insurance.

Job Satisfaction (Z)

Mukhtar (2018) states that *job satisfaction* is a positive emotional view resulting in optimal work value. According to Mukhtar (2018), indicators for measuring *Job Satisfaction* consist of:

1. *Work it self*, including tasks and interests (*interest*) means employees feel Satisfied with the work that is his responsibility in the company it works.
2. *Quality of supervision*, including technical assistance (*technical assistance*) and support from work partners means in completing work company employees get help for the difficulties he faces in completing company work.
3. *Relationship with co-worker*, including harmony and mutual behavior Appreciating fellow workers means that there is a harmonious relationship between employees, so that the office atmosphere is conducive for employees.
4. *Promotion opportunities*, opportunities or opportunities to progress further means the opportunity that workers get for their good performance so that it can spur employees to improve their performance optimally.
5. *Pay*, such as an appropriate salary and a sense of fairness with other people means salary or payment that employees get for the work that has been given to them company so that workers get returns for their work.

Employees Performance (Y)

Performance is basically the things employees do or don't do in carrying out their work (Mathis and Jackson, 2017). According to Mathis and Jackson, 2017, employee performance is measured using the following five indicators:

1. Quantity Represents the amount produced, expressed in terms.
2. Quality of work is measured by employees' perceptions of the quality of the work produced and the perfection of tasks and skills and employee capabilities.
3. Timeliness is measured from the employee's perception of an activity completed at the beginning of time until it becomes output.
4. The presence of employees in the company both at work, home from work, permission, or without full information affect the employee's performance.
5. The ability to cooperate is an ability a person's workforce to cooperate with others in complete a task and work that has been set so that achieve maximum usability and efficiency.

Conceptual Framework

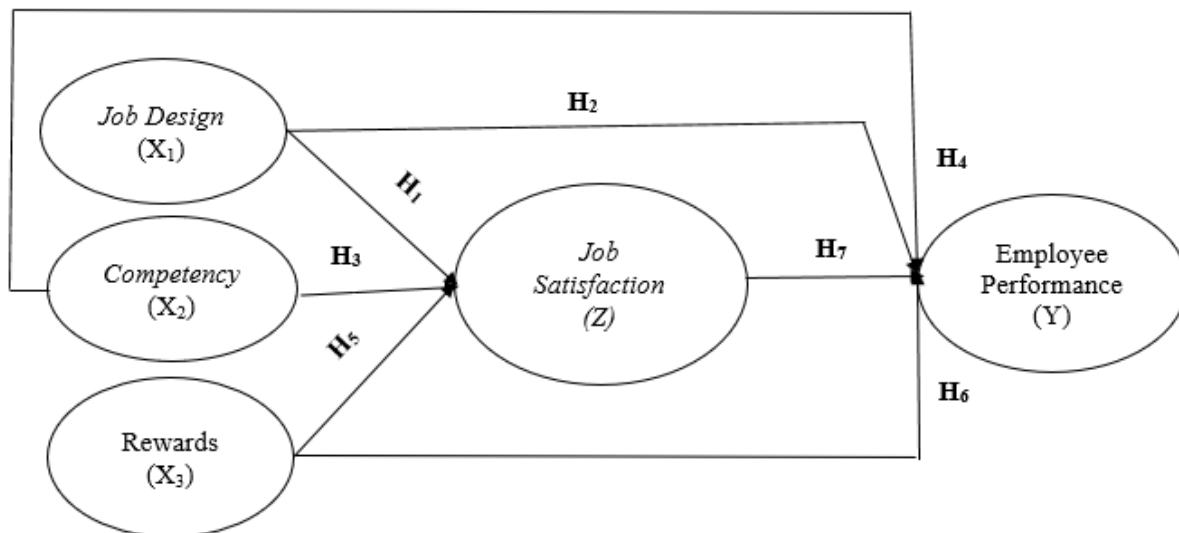


Figure 1. Conceptual framework

Research Hypothesis

Based on the formulation of the problem, literature review, and the conceptual framework that has been described and described previously, the research hypothesis is compiled as follows:

Hypothesis 1: Job design significant effect on employee job satisfaction of PDAM Delta Tirta, Sidoarjo Regency.

Hypothesis 2: Job design significant effect on the performance of employees of PDAM Delta Tirta, Sidoarjo Regency.

Hypothesis 3: Competency has a significant effect on employee job satisfaction. Employees of PDAM Delta Tirta, Sidoarjo Regency.

Hypothesis 4: Competency significant effect on the performance of employees of PDAM Delta Tirta, Sidoarjo Regency.

Hypothesis 5: Rewards have a significant effect on job satisfaction employees of PDAM Delta Tirta, Sidoarjo Regency.

Hypothesis 6: Rewards have a significant effect on the performance of employees of PDAM Delta Tirta, Sidoarjo Regency.

Hypothesis 7: Job satisfaction has a significant effect on the performance of employees of PDAM Delta Tirta, Sidoarjo Regency.

RESEARCH METHODS

This research is a causal explanatory research that will proof, analyze and explain causal relationship among job design, competency, rewards on job satisfaction and employee performance. The data collection technique used a questionnaire which was distributed to all employees with a total of 301 employees. Testing was carried out using the SEM approach using tools in the form of statistical software, namely AMOS 24.

The population in this study were all employees of PDAM Delta Tirta, Sidoarjo Regency, totaling 301 people. The sample taken in this case was from PDAM Delta Tirta, Sidoarjo Regency, using the *slovin formula* (1960), totaling 172 people. The distribution of the sample by *proportionate random sampling* is calculated proportionally to the status of the number of permanent employees (PKWTT) and the status of the number of non-permanent employees (PKWT).

RESEARCH RESULTS AND DISCUSSION

Characteristics of Respondents

Table 1. Characteristics of Respondents

Characteristics of Respondents		Amount	Percentage (%)
Gender	Man	114	67
	Woman	58	33
Age	19 – 25	60	35
	26 – 35	89	52
	≥36	23	13
Education	SMA/SMK/ Equivalent	103	60
	Diploma (D3)	1	2
	Bachelor degree	66	45
	Postgraduate/S2	2	3

Table 1 shows that the majority of PDAM Delta Tirta employees in Sidoarjo Regency who were respondents in this study were male (67%), the majority of PDAM Delta Tirta employees in Sidoarjo Regency were aged 26 to 35 years (52%), the majority of PDAM employees' education Delta Tirta Sidoarjo Regency is a high school educated (60%).

Validity test

Based on Table 2, it can be seen that the significant value of all statement items is smaller than the predetermined α (tolerated error rate) value of 0.05 (5%). Thus, it can be concluded that each statement item contained in the questionnaire is valid (legitimate) to measure the five variables of this study.

Table 2. Validity test

Variable	Items	Pearson Correlation	Sig.	Information
Job design (X1)	X1.1.1	0.843	0.000	Valid
	X1.1.2	0.841	0.000	Valid
	X1.2	0.837	0.000	Valid
	X1.3	0.823	0.000	Valid
Competency (X2)	X2.1.1	0.747	0.000	Valid
	X2.1.2	0.705	0.000	Valid
	X2.2.1	0.721	0.000	Valid
	X2.2.2	0.753	0.000	Valid
	X2.3	0.765	0.000	Valid
	X2.4	0.591	0.000	Valid
Rewards (X3)	X3.1	0.719	0.000	Valid
	X3.2	0.696	0.000	Valid
	X3.3	0.631	0.000	Valid

	X3.4.1	0.680	0.000	Valid
	X3.4.2	0.719	0.000	Valid
	X3.4.3	0.687	0.000	Valid
	X3.5	0.641	0.000	Valid
	Job satisfaction (Z)			
	Z. 1.1	0.782	0.000	Valid
	Z. 1.2	0.788	0.000	Valid
	Z. 1.3	0.759	0.000	Valid
	Z. 3	0.640	0.000	Valid
	Z. 4.1	0.758	0.000	Valid
	Z.4.2	0.729	0.000	Valid
Employee Performance (Y)				
	Y.1.1	0.690	0.000	Valid
	Y.1.2	0.644	0.000	Valid
	Y.2.1	0.698	0.000	Valid
	Y.2.2	0.690	0.000	Valid
	Y.2.3	0.669	0.000	Valid
	Y.3	0.602	0.000	Valid
	Y.4	0.607	0.000	Valid
	Y.5	0.641	0.000	Valid

Reliability Testing

Based on the test conducted using SPSS statistical program, it was identified that each variable has a Cronbach's alpha value more than 0.70 Cronbach's alpha value is exceeding the minimum limit of 0.70. Therefore, it can be concluded that the measurement scale of the dimensions of *Job Design* (X1), *Competency* (X2), *Rewards* (X3), *Job Satisfaction* (Z) and *Employee Performance* (Y) are all reliable.

Table 3. Results of reliability testing

Variable	Number of Items	Cronbach's Alpha	Information
<i>Job design</i> (X1)	4	0.856	Reliable
<i>Competency</i> (X2)	6	0.804	Reliable
<i>Rewards</i> (X3)	7	0.803	Reliable
<i>Job satisfaction</i> (Z)	6	0.839	Reliable
<i>Employee Performance</i> (Y)	8	0.810	Reliable

FIT Model Results

The modified model results show a better goodness of fit with 4 criteria classified as fit (Chi-Square, GFI, AGFI, TLI) and 3 criteria classified as marginal (close to) fit (CMIN/DF, RMSEA, and CFI). Thus the modified structural model is suitable for further testing.

Table 4. Overall model goodness of fit score

Criteria	Cut of value	Estimate	Description
<i>Chi-Square</i>	0.05	180,827	fit
Significance	0.05	0.984	fit
CMIN/df	2.00	0.807	fit
RMSEA	0.08	0.000	fit
GFI	0.90	0.922	fit

AGFI	0.90	0.895	fit
TLI	0.95	1,051	fit
CFI	0.05	1,000	fit

All of the criteria for the suitability of the model provide a Fit index, it is concluded that this model is said to be good and this structural model is suitable for further testing.

Results of Hypothesis Testing

Table 5. Results of Hypothesis Testing

Relationship between variables		Estimates	SE	CR	P	Information
<i>Job_Design</i> --->	<i>Job_Satisfaction</i>	,102	.056	2,833	0.042	Significant
<i>Job_Design</i> -->	Performance_ Employees	,311	0.051	2.175	0.030	Significant
<i>Competency</i> -->	<i>Job_Satisfaction</i>	0.352	0.145	2,424	0.015	Significant
<i>Competency</i> -->	Performance_ Employees	0.339	0.137	2,478	0.013	Significant
Reward -->	<i>Job_Satisfaction</i>	0.535	0.134	3,984	0.000	Significant
Reward-->	Performance_ Employees	-,138	0.116	-1.192	0.233	Not significant
<i>Job_Satisfaction</i> -->	Performance_ Employees	,371	0.101	1,987	0.020	Significant

Discussion

The influences of Job Design on Job Satisfaction PDAM Delta Tirta Employee, Sidoarjo Regency

The results showed that the estimate score of the influenced of job design on employee job satisfaction was positive 0.102. The influence of job design on employee job satisfaction. CR value was 2.833 > 1.96 and the p-value 0.042 < 0.05 (Significant). The more effective the job design that is owned by the employee, the higher the job satisfaction of the employee. With the job design that is owned, employees can carry out their tasks, work and interests according to their abilities, so the level of job satisfaction they experience will be small or low.

The influences of job design on employee performance of PDAM Delta Tirta, Sidoarjo Regency.

The results showed that estimate score of influenced of *job design* on the performance of employees of PDAM Delta Tirta, Sidoarjo Regency was positive 0.311. The influence of job design on the performance of employees. CR value was 2.175 > 1.96 and the p-value 0.030 < 0.05 (Significant). The more effective the job design that is owned by PDAM Delta Tirta Sidoarjo Regency, the higher the performance of its employees.

The influences of Competency on Job satisfaction Employees of PDAM Delta Tirta, Sidoarjo Regency.

The results showed that the estimate score of the influenced of *competency* was positive 0.352. The greater the competence, the higher job satisfaction. The influence of competency on *job satisfaction* employees of PDAM Delta Tirta, Sidoarjo Regency was significant. CR value was 2,424 > 1.96 and the p-value 0.015 < 0.05 (significant). The higher the competence of PDAM Delta Tirta Sidoarjo Regency employees, the higher their job satisfaction. With the competence possessed, then

when a person employees who have a lot of experience in testing their competencies and skills, work level the satisfaction he experiences will be high.

Competency Effect on Employee Performance of PDAM Delta Tirta, Sidoarjo Regency.

The results showed that the estimate score of the influenced of *competency* was positive 0.339. The influence of competency on employees performance of PDAM Delta Tirta, Sidoarjo Regency was significant. CR value $2.478 > 1.96$ and the p-value $0.013 < 0.05$ (significant). The hypothesis which states that *competency* has a positive but significant effect on employee performance in this study can be accepted as true.

The influences of of Rewards on Job Satisfaction Employees of PDAM Delta Tirta, Sidoarjo Regency.

The results showed that the estimate score of the influence of rewards was positive 0.535. The influenced of reward on *job satisfaction* of PDAM Delta Tirta employees, Sidoarjo Regency. CR value was $3.984 > 1.96$ and the p-value $0.000 < 0.05$ (significant). The higher the reward of PDAM Delta Tirta Sidoarjo Regency employees, the higher their on job satisfaction.

Effect of Rewards on Employee Performance of PDAM Delta Tirta, Sidoarjo Regency

The results showed that the estimate score of the influence of rewards has a negative -,138. The influenced of rewards on employee performance of PDAM Delta Tirta, Sidoarjo Regency not significant . CR value $-1.192 < 1.96$ and the p-value $0.233 > 0.05$. So the hypothesis which states that rewards have a significant effect on employee performance in this research cannot be accepted as true.

The influences of Job Satisfaction on Employee Performance of PDAM Delta Tirta, Sidoarjo Regency.

The results showed that the estimate score of the influenced of *job satisfaction* was 0.371 positive. The influence on the performance of employees of PDAM Delta Tirta, Sidoarjo Regency significant. CR value $1.98 > 1.96$ and the p-value $0.020 < 0.05$ (significant). so, the hypothesis which states that *job satisfaction* has a positive but significant effect on employee performance in this study can be accepted as true.

CONCLUSION

Based on research problem, theoretical review and data analysis, the subsequent conclusion can be drawn as follows, *job design* has a positive and significant influenced on employee *job satisfaction* at PDAM Delta Tirta, Sidoarjo Regency. The more effective job design will have an actual impact on the increase of employee's job satisfaction. *Job design* has a positive and significant influenced on the performance of employees of PDAM Delta Tirta, Sidoarjo Regency. The more effective job design will have an actual impact on the increase of employee's performance. *Competency* has a positive and significant influenced on employee *job satisfaction* at PDAM Delta Tirta, Sidoarjo Regency. The higher the employee's competence will have an actual impact on the increase of employee's job satisfaction. *Competency* has a positive and significant influenced on the performance of employees of PDAM Delta Tirta, Sidoarjo Regency. The higher the employee's competence will have an actual impact on the increase of employee's performance. Rewards has a positive and significant influenced on employee *job satisfaction* at PDAM Delta Tirta, Sidoarjo Regency. The rewards given are appropriate will have an actual impact on the increase of employee's job satisfaction. Rewards does not influenced on the performance of employees of PDAM Delta Tirta,

Sidoarjo Regency. This result means that although the employees have appropriate rewards, this does not affect employee performance. This is possible because indicators that influence rewards such as bonuses and salary levels which have been arranged based on rank and class make employees feel comfortable. *Job satisfaction* has a positive and significant influence on the performance of employees of PDAM Delta Tirta, Sidoarjo Regency. The higher the employee's job satisfaction will have an actual impact on the increase of employee's performance.

ACKNOWLEDGEMENTS

The author would like to thank the research partners who have helped complete this article, especially the University of 17 Agustus 1945 Surabaya, Indonesia.

REFERENCES

- Adam, F., & Kamase, J. (2019). The effect competence and motivation to satisfaction and performance. *International Journal of Scientific and Technology Research*, 8(3), 132–140.
- Alit Mahayana, IB, *et al.* (2022) 'The Role of *Job satisfaction* as a Mediation of Competence and Motivation on Employee Performance at Marthalia Skincare Clinic Denpasar', *Journal of Economics, Finance and Management Studies* , 05(12), pp. 3959–3969. Available at: <https://doi.org/10.47191/jefms/v5-i12-57> .
- Alkandi, IG *et al.* (2023) 'The Impact of Incentives and Rewards on Employee Performance in the Saudi Primary, Secondary, and Tertiary Industrial Sectors: A Mediating Influence of Employee *Job satisfaction* ', *Sustainability (Switzerland)* , 15(4). Available at: <https://doi.org/10.3390/su15043415> .
- Ananda, TR (2022) 'The Influence of Work Design on Employee Performance at Pt. Sucofindo Jambi Branch With Intrinsic Motivation As Mediation Variable', *Journal of Applied Management and Finance* , 11(04), pp. 1044–1058. Available at: <https://doi.org/10.22437/jmk.v11i04.16169> .
- Aru Setiawan, M., Ribhan and Nova Mardiana (2022) 'The Effect Of Motivation And Reward System On Employee Performance With Commitment As A Mediation Variable', *International Journal of Science, Technology & Management* , 3(2), pp. 563–573. Available at: <https://doi.org/10.46729/ijstm.v3i2.495> .
- Aryandi Rizki, Agung Syahrurum & Kuraesin Ecin, 2021. The Influence of Job Design and Job Specifications on Employee Performance at BPBD Pemda Kab. Bogor. *Manager's Journal* Vol. 4, No. 1, February 2021, ISSN: 2654-8623, E-ISSN : 2655- 0008.
- Bohlander & Snell. 2013. *Managing Human Resources*. Ohio: *South-Western College Pub* .
- Clark, Andrew E, 1997, " *Job satisfaction* and gender: Why are women so happy at work?". *Labor Economics* 4 (1997) 341-372.
- Comala Hikmi, H., Aju Brahmasari, I. and Aju Brahma Ratih, I. (2022) 'The Influence of Individual Characteristics, Competence and Organizational Climate on Employee Performance of the Regional Financial and Asset', *Ijses.Com* , 6(5) , pp. 47–52. Available at: <http://ijses.com/wp-content/uploads/2022/06/73-IJSES-V6N5.pdf> .
- Darodjat, Achmad Tubagus. (2015). *Concepts – Basic Concepts of Management Personnel* . Bandung: Member of Ikapi.
- Darsono & Siswandoko, Tjatjuk. (2011). *21st Century Human Resources* . Jakarta: Nusantara Consulting.
- Donald, Mc. Eachern, Thomas, (2007). *Competence of Personal perspective*

Theories. *Journal of Human Resource Management* .

- Egenius, S., Triatmanto, B. and Natsir, M. (2020) 'The Effect of *Job satisfaction* on Employee Performance Through Loyalty at Credit Union (CU) Corporation of East Kutai District, East Kalimantan', *International Journal of Multicultural and Multireligious Understanding* , 7(10), p. 480. Available at: <https://doi.org/10.18415/ijmmu.v7i10.1891>.
- Farr, Rene. 2011. *Job design and job satisfaction* : Empirical evidence for Germany?. *Management Revue* . Vol. 22, Iss. 1, pp. 28-46.
- Firmansyah, F., Brahmasari, IA and Brahma, R.& IA (2020) "The Effect of Individual Characteristics, Competence on *Job satisfaction* and Employee Performance of IKM Batik in Pamekasan", *International Journal of Innovative Science and Research Technology* , 5(4), pp. 1230–1239. Available at: www.ijisrt.com .
- Flippo, Edwin B., *Principles of Personnel Management*, Fourth Edition, Tokyo : McGraw–Hill Kugokusha, 1976.
- Fuji Wahyuni, D. and Hamidi, M. (2020) 'Corporate Governance Management Towards Companies Including in Lq45 Index', *SEIKO : Journal of Management & Business* , 3(2), p. 1. Available at: <https://doi.org/10.37531/sejaman.v3i2.559> .
- Gibson, M. 2008. *Human Resource Management* . Second print. Jakarta: Erlangga
- Handoko, Hani, 2011, *Management*, BPFE, Yogyakarta. Hasibuan, Malayu SP 2012. *Human Resource Management* . Revised Edition. Seventh Printing. Script Earth Publisher. Jakarta.
- Handoko, T. Tani, *Personnel and Human Resources Management* , Yogyakarta: BPEE, 1995.
- Hartantyo, LT (2020) 'Mediation Effect of *Job satisfaction* on Organizational Citizenship Behavior', *Journal of Integrative Psychology* , 7(2), p. 171. Available at: <https://doi.org/10.14421/jpsi.v7i2.1777> .
- Hasibuan, Malayu. (2016). *Human Resource Management* . Jakarta: Bumi Aksara Publisher.
- Herjanto, Eddy. 2001. *Production and Operations Management* . Second Edition. Publisher: PT. Gramedia Pustaka Utama, Jakarta.
- Hoppock, R. *Job satisfaction* of psychologists. *J. Appl. Psychol* . 1937, 21, 300–303.
- Indrayani, LPC, & Suwandana, IGM (2016). The Effect of Organizational Justice on Job Satisfaction and Organizational Commitment in Employees. *Journal of Management* , 5(6), 3589–3619.
- Kalleberg, AL (1974). A causal approach to the measurement of *job satisfaction* Social science research, 3,299-322.
- Cashmere. 2016. *Human Resource Management (Theory and Practice)*. Depok: PT Rajagrafindo Persada
- Kaswan, 2011. *Human Resource Management for Organizational Competitive Advantage* . Yogyakarta: Science Graha.
- Decree of the Minister of Administrative Reform Number 63/2003 concerning Guidelines for Service Delivery.
- Khairunnisa, D., Amri, U. and Iqbal, M. (2021) 'The Influence of Employee Engagement, *Job Design* , and Organizational Culture on Employee Performance at Bank Syariah Indonesia KC Palembang Demang', *Indonesian Journal of Behavioral Studies* , 1(4), pp. 556–567. Available at: <https://doi.org/10.19109/ijobs.v1i4.10695> .
- Kiggundu, Moses N., *Managing Organizations in Developing Countries: an Operational and Strategic Approach* , USA : Kumarian Press Inc., 1989.
- Komara, E. 2019. Professional Competency of State Civil Apparatus ASN Employees in Indonesia. *Educational Forum* , 4(1), pp. 73–84. DOI: <https://doi.org/10.17509/mimbardik.v4i1.16971>.
- Konntz, Harold and Cyril O'Donnel, *Principles of Management, an analysis of Management Functions* , Tokyo : McGraw – Hill Company Inc., 1972.

- Korda, BB and Rachmawati, R. (2022) 'Influence of Organizational Culture on Employee Performance Mediated by *Job satisfaction* and Employee Commitment', *Journal of Organization and Management* , 18(2), pp. 57–73. Available at: <https://doi.org/10.33830/jom.v18i2.3706.2022> .
- Kurniawan, DA, Guswandi, & Sodikin, A. (2018). the Effect of Competence and Motivation on Employee Performance Through Employees Capability on Pt. Amity Binary. *International Journal of Research Science & Management*, 5(5), 48–60. <https://doi.org/10.5281/zenodo.1249804>.
- Lawler, EE and Porter, LW (1966). Predicting managers' pay and their satisfaction with their pay. *Personnel psychology*, 19,363-373. Locke, EA (1973). "Satisfiers and dissatisfiers among white-collar and blue-collar employees". *Journal of applied psychology* , 58, 67-76.
- Luthans, F. (2011). *Organizational Behavior an Evidence-Based Approach* (12th ed.). New York: McGraw-Hill.
- Luthans, Fred. 2006. *Organizational Behavior* . Yogyakarta. Andi.
- Mangkunegara, Anwar Prabu. (2012). *Human Resources Performance Evaluation* . Sixth Printing. Bandung: Refika Aditama.
- Mangkunegara, Anwar P. (2005). *Public Sector Performance Management* . Yogyakarta: UPP AMP YPKN
- Marnisah, L., et al. (2022) 'Employee Performance Based on *Competency* , Career Development, and Organizational Culture', *Journal of Management Applications* , 20(3). Available at: <https://doi.org/10.21776/ub.jam.2022.020.03.13> .
- Maslach, C., & Leiter, MP (2010). Reversing burnout: How to rekindle your passion for your work. *IEEE Engineering Management Review*, 38(4), 91–96. doi:10.1109/EMR.2010.5645760
- Maslach, C., Schaufeli, WB, & Leiter, MP (2001). Job burnout. *Annual Review of Psychology*, 397–422. doi:10.1146/annurev.psych.52.1.397
- Mathis, RL & JH Jackson. 2006. *Human Resource Management: Human Resource Management*. Translated by Dian Angelia. Jakarta: Salemba Empat.
- Moehersono. (2009). *Competency Based Performance Measurement* . Bogor: Ghalia Indonesia.
- Mondy, R. Wayne. 2008. *Human Resource Management* . Issue 10 Volume 2. Erlangga: Jakarta.
- Muchsan, 2007, *Monitoring System for the Actions of Government Officials and State Administrative Courts*, Liberty, Yogyakarta
- Mukhtar, A., Modding, B., Latief, B., & Hafied, H. (2018). The Influence of Competence, Organizational Culture and Work Stress on *Job satisfaction* and Performance of Sharia Bank Employees in Makassar. *Journal of Research in Humanities and Social Science* , 6(5), 58–64.
- Nikolajevaite, Margarita and Sabaityte, Egle. (2016). Relationship Between Employees' Competencies and *Job satisfaction* : British and Lithuanian Employees. *Psychology Research* , Vol. 6, No. 11, 684-692
- Nitisemito., & Alex, S. (2014). *Personnel Management* . Revised Edition. Jakarta: Ghalia Indonesia.
- Noor, Sunarto, Sahedhy. 2013. *Human Resource Management* . Yogyakarta: BPFE Publisher.
- Nurchayono, N., Wibowo, RE and Kristiana, I. (2020) 'Impact of Competence, *Job design* , *Job satisfaction* on Employee Directorate General of Taxes Performance', *Relevance: Journal of Management and Business* , 3(2), pp. 136–145. Available at: <https://doi.org/10.22515/relevance.v3i2.2955> .
- Pranitasari, D. et al. (2022) 'The Mediating Effect of Work Engagement on competence, work environment and *job satisfaction* ', *Journal of Management* , 13(3), p. 365. Available at:

- <https://doi.org/10.32832/jm-uika.v13i3.7346> .
- Pratama, IW and Sukarno, G. (2021) 'Analysis of Performance Assessment, Reward, and Punishment of Employee Performance at the Regional Civil Service Agency of East Java Province', *Journal of STEI Ekonomi* , 30(02), pp. 20–32. Available at: <https://doi.org/10.36406/jemi.v30i02.460> .
- Priyono, AA (2020) 'The Influence of Quality of Work Life on Employee Performance with Job Satisfaction as an Intervening Variable', *Attadrib: Journal of Madrasah Ibtidaiyah Teacher Education* , 3(1), pp. 31–42. Available at: <https://doi.org/10.54069/attadrib.v3i1.179> .
- Pujoraharjo Purwandito, Zunaidah & Diah Yuliansyah M., 2015. The Effect of *Competency* and Work Design on Employee Performance (Case Study in the Department of Dental and Oral Hospital Dr.Mohammad Hoesin Palembang). *Sriwijaya Journal of Management & Business* Vol. 13 No.4 December 2015.
- Putra, YS (2020) 'The influence of work design, job satisfaction and work environment on employee performance', *e – Management Research Journal* , 8(21), pp. 1–22.
- Raba *et al.* (2022) 'Impact of Compensation and *Competency* Level on Employee Performance Improvement Abstract', *SEIKO: Journal of Management & Business* , 5(c), pp. 227–243. Available at: <https://doi.org/10.37531/sejaman.v5i1.1550> .
- Radianto, WED and Effendi, LV (2022) ' *Job satisfaction* and job engagement: Which has the greatest influence in mediating rewards and performance?', *Journal of Mantik* , 6(2), pp. 2179–2187.
- Renut, Bernard C. (2017). The effect of organizational commitment, competence on *Job satisfaction* and employee performance in the Maluku Governor's Office. *IOSR Journal of Business and Management (IOSR-JBM)* , Volume 19, Issue 11, Ver.III, PP 18-29.
- Ridwan HR, 2016, *State Administrative Law* , Rajawali Press, Jakarta.
- Rivai, Veithzal. 2012. *Human Resource Management from Theory to Practice* . PT Raja Grafindo Persada: Jakarta.
- Rivai, V. (2004). *Human Resource Management For Company From Theory to Practice* . Jakarta: Murai Kencana.
- Riyadi, H., Utomo, BS and Masatip, Anwari. (2017). The Influence of Communication, Work Motivation and *Competency* on Job Satisfaction and Their Implications for Lecturer Performance at Private Tourism Colleges in West Java. *Tourism and Hospitality Essentials (THE) Journal* , Vol. 7, No. 2, 73.
- Robert, L., Mathis 2002. *Human Resource Management* . Salemba Four. Jakarta
- Robbins, Stephen P. and Coulter, Mary. 2010. *Tenth Edition Management* . Jakarta: publisher Erlangga.
- Robbins, SP and Judge, TA (2015). *Organizational Behavior* . Edition 16. Salemba Empat, Jakarta.
- Robbins, Stephen, Timothy A Judge, 2008, *Organizational Behavior 12th Edition* . Jakarta: Salemba Empat.
- Ronen, WW and Organt, GJ (1973). *Determinants of pay and pay satisfaction* . Personnel psychology, 26, 503-520.
- Santika, RR, Liswandi, L. and Hidayah, Z. (2021) 'Mediating Role of *Job satisfaction* in Relationship Between Retention, Commitment, Competence in Improving Performance', *Jhss (Journal of Humanities and Social Studies)* , 5(2), pp. 184–189. Available at: <https://doi.org/10.33751/jhss.v5i2.3912> .
- Santoso. 2018. *SEM Basic Concepts and Applications with Amos 24* . Jakarta: PT. ElexMedia Komputindo.

- Seprina, & Irawati, R. (2018). Effect of Compensation Against Employee Job Satisfaction in the Production Department at PT. Etowa Packing Indonesia . *Journal of Business Administration* , 2(1), 13-19.
- Simamora, Henry. 2006. *Human Resource Management*. Yogyakarta: School YKPN College of Economics.
- Spencer, Lyle and Signe Spencer, (1993). *Competence at Work*. Canada, John Wiley & Sons, Inc.
- Sugiyono. 2010. *Statistics for Research* . Bandung: Alfabeta.
- Sugiyono. 2011. *Qualitative Quantitative Research Methods and R&D*. Bandung: Alfabeta.
- Sugiyono. 2015. *Management Research Methods* . Bandung: Alfabeta.
- Sunarto. 2005. *Strategic HRM* . Yogyakarta: Amus.
- Sutoto D. (2004). *Competency Level Dimensions* . BKN Research and Development Center, Jakarta.
- Sulipan. 2000. *Employee Management* . Yogyakarta: Monument.
- The 1945 Constitution of the Republic of Indonesia
- Umm Narimawati. (2010). *Human Resource Management Research*. Jakarta: Agung Media.
- Veithzal, Rivai. (2004). *Human Resource Management For Companies*. First Print. Jakarta: PT. King of Grafindo Persada.
- Veithzal, Rivai. (2012). *Human Resource Management For Companies*. Jakarta: Raja Grafindo Persada.
- Vroom, VH (1964). *Work and motivation*. New York: Wiley and Sons.
- Wardoyo, TS and Budiningsih, T. (2021) 'Effect of motivation and *job satisfaction* on employee performance at private universities in Bandung', *MEA Scientific Journal (Management, Economics, & Accounting)* , 5(3), pp. 1397–1412.
- Warkewa, N. (2017). Effect of Compensation, Work Environment Against Job Satisfaction and Employee Performance. *Journal Business and Management Research* , 5(4), 439-456.
- Warsito, B. (2008). Effect of Rewards and Work Environment on Job Satisfaction. *Journal of Modernization Economics* , 4(3), 184-193.
- Widodo, Suparno Eko. 2015. *Human Resource Development Management*. Yogyakarta : Learning Library.
- Widyaningrum, ME (2020) 'The Mediating Role of Employee Satisfaction on the Effect of Competencies and Work Environment on Employee Performance: On the Pandemic Covid 19 Era', *European Journal of Business and Management* , 12(36), pp. 26–33. Available at: <https://doi.org/10.7176/ejbm/12-36-04> .
- World Health Organization, 2003, *The Right To Water*, World Health Organization, France.
- Yulianingsih, R., Suparman, L. and Suryatni, M. (2021) 'the Effect of *Job design* and Career Development on *Job satisfaction* and Organizational Commitments of Personnel A Directorate of Samapta Regional Police of West Nusa Tenggara', *Scientific Research Journal* , 9(6), pp. 42–51. Available at: <https://doi.org/10.31364/scirj/v9.i06.2021.p0621865>.