



THE EFFECT OF WORK QUALITY, WORK ENVIRONMENT, WORK MOTIVATION ON EMPLOYEE PERFORMANCE WITH JOB SATISFACTION AS A MEDIATION VARIABLE IN THE MINISTRY RELIGION OF BOMBANA DISTRICT

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ABSTRACT

This study aims to determine and analyze the influence of work quality, work environment, and work motivation on employee performance mediated by the variable job satisfaction of the Ministry of Religion, Bombana Regency. This research includes confirmatory research. This research is categorized as survey research, where the research instrument is a questionnaire. The sample in this study took the employee population at the Office of the Ministry of Religion, Bombana Regency, totaling 59 people. Data was collected using a questionnaire that had been tested for validity and reliability. The data analysis technique used was the analysis using SEM PLS.

The results of this study indicate that (1) there is a negative and not significant effect between work quality on performance (2) the work environment has a positive and not significant effect on performance (3) work motivation has a positive and significant effect on employee performance (4) there is a positive effect and significant between the variable quality of work and job satisfaction (5) work environment has a positive and not significant effect on job satisfaction (6) work motivation has a positive and significant effect on employee job satisfaction (7) job satisfaction has a positive and significant effect on employee performance. Furthermore, this study shows that (8) job satisfaction can mediate the effect given by work motivation variables on employee performance, and (9) job satisfaction does not mediate work quality on performance. and (10) job satisfaction does not mediate the work environment on performance.

Keywords: Performance; Quality of Work; Work Environment; Work Motivation; Job Satisfaction

INTRODUCTION

An organization carrying out activities to achieve its goals has several interrelated and influential factors. One of these factors is very important and is used to drive other factors, namely human resources. Therefore, organizations are required to manage and optimize human resources. In an organization human resources have an important role because human resources will manage the system, but organizations cannot run properly without the support of great human resources. Support for training facilities and infrastructure, and opportunities for self-actualization will be able to improve the competence and quality of the organization's human resources.

According to Marihot (2005:2) in a company, human resource management is very important because it plays a role in mobilizing and synergizing other resources to achieve organizational goals. In human resource management, if the individuals in the organization, namely the human resources, can run effectively, the organization will continue to run effectively. The management and optimization of human resources cannot be separated from the employee factor. Organizations must have employees who have good performance. In other words, the continuity of an organization is determined by the performance of its employees.

Quality of work is a result that can be measured by the efficiency and effectiveness of a job carried out with human resources or others in achieving the goals or objectives of an organization with one another will compete in terms of improving quality, be it product quality or quality improvement in human resources. According to Siagian (2010:12). Other factors that affect employee performance are influenced by several factors, namely: work environment, organizational culture, salary, leadership, work motivation, job satisfaction, work discipline, communication, and other factors.

Based on these factors, to improve employee performance one that needs to be considered is the work environment factor, why is that because the organization as the working parent must provide a conducive and comfortable work environment that can provide job satisfaction and give a good impression.

Employee job satisfaction is the result of pleasant work done by employees. Employee job satisfaction is closely related to employee performance. Job satisfaction felt by employees is not only obtained from work results but also obtained from remuneration/salary that is comparable to work, with this job satisfaction, loyalty will increase to continue working in an organization. Someone satisfied with his job will commit to the organization, motivation, and high work participation so that his performance will continue to be improved. And employee job satisfaction can be identified from low employee productivity, high absenteeism at work, and low commitment to the organization.

In addition to job satisfaction, organizations must also pay attention to how to maintain and manage employee motivation so that they always focus on organizational goals. Work motivation is very important because it is the impetus that underlies them to act and do something. A person will not do something optimally if he does not have high motivation in himself to do something.

The Office of the Ministry of Religion of Bombana Regency is one of the government organizations in charge of the field of Religion, namely providing services in the field of religion. Efforts made in creating a good and effective performance in this office are not optimal, because there are phenomena that occur in terms of facilities and infrastructure, work units are still found with limited facilities, for example, the number of computers and printers is still small compared to employees so that in working employees must take turns using it, a slow internet network connection is believed to also cause low work motivation and affect employee performance because, during the current pandemic, most jobs use the internet network.

In addition, the number of employees at the Ministry of Religion of Bombana Regency is relatively small so there are employees who have more additional tasks compared to their main duties, this will result in less than optimal task completion so that the quality of performance decreases.

In an organization, namely the Office of the Ministry of Religion of the Bombana Regency which is the center for religious activities in the community its employees are expected to have good performance so that

they become examples in the community and other regional work units in Bombana Regency. A good and comfortable work environment will create high work motivation to encourage employees to improve their work performance and satisfaction. Organizational goals and performance targets can be achieved by improving employee performance so that they can set a good example for employees outside the Office of the Ministry of Bombana Regency.

Based on the results of research conducted by Yusuf Wildan Setiyadi, et al (2016). Stating that the quality of work life has a positive effect on job satisfaction, the quality of work life has a positive effect on employee performance, and the quality of work life has an indirect effect through job satisfaction on employee performance. Research related to work motivation conducted by Bayu Dwilaksono Hanafi et al. (2017). shows motivation on employee performance has a positive and significant effect. While the results of research conducted by Syarah Amalia et al. (2016), found that work motivation partially has a significant effect on employee performance. Ninik Sri Setyowati, (2018). Motivation has a positive and significant effect on job satisfaction. Motivation has a positive and significant effect on performance. However, the results of a different study conducted by Syalimono Siahaan et al. (2019) motivation has no significant effect on employee performance.

LITERATURE REVIEW

Performance

Performance is the embodiment of work performed by employees or organizations. Good performance is a step to achieving organizational goals so efforts need to be made to improve performance. But this is not easy to do because many factors affect the low level of one's performance. Mangkunegara (2000:67) says the notion of performance is: "The results of work in quality and quantity achieved by an employee in carrying out their duties by the responsibilities given to him". Meanwhile, according to Dharma (2003: 212) "Performance is something that is done or a product or service that is produced or given by a person or group of people"

Work Quality

Quality is the level of good or bad/degree of something. According to Wungu and Brotoharsojo (2003:57), quality is expressed in a measure that can be compared with numbers. Quality of Work is the quality of an employee in terms of carrying out his duties including accuracy, neatness, and completeness. Wilson and Heyel (1987:101). The accuracy in question is the accuracy in carrying out the work, meaning that there is conformity between the work plan and the goals or objectives that have been set. Completeness is the completeness of accuracy in carrying out the work. And tidiness is tidiness in carrying out duties and work.

As for the indicators of Quality of Work According to Hasibuan (2003: 95), namely: (1) Self Potential is an ability, or strength, both unrealized and realized, which is owned by someone, but has not been fully seen or used optimally. (2) Optimal Work Results This is a result that must be owned by an employee, an employee must be able to provide the best work results, which can be seen from the productivity of the organization, the quality, and quantity of work. (3) Work Process is an important stage where employees carry out their duties and roles in an organization, through this work process.

Work Environment

Create employee performance one important factor is the work environment. In the opinion of Sedarmayanti (2017: 183), the work environment is all the tools and materials that are in the environment around individuals when working, their work methods, and work arrangements both as individuals and as groups. According to Nuryasin et. al., (2016), the work environment can be said to be good, if employees can carry out activities or work optimally, safely, and comfortably. Therefore creating a good work environment will be able to determine success in achieving the goals expected by the company.

According to (Mardiana, 2005:78) the work environment is the environment where employees carry out their daily work. Meanwhile, according to (Simanjuntak, 2003: 39) the work environment can be interpreted as the whole of the tools faced, the surrounding environment where a person works, the method of work, and

the influence of work both as individuals and as a group.

Work Motivation

Work motivation according to Buhler (2004: 191), states that motivation is a process that determines how much effort will be devoted to carrying out work. Work motivation is closely related to the desire to do something to achieve goals. Every action or deed of a person tends to start from what motivates someone to do something. According to Robbin (2006:78), motivation is a willingness to issue a high level of effort towards organizational goals conditioned by the ability of that effort to fulfill an individual need. According to Robbins (2006) in Almustofa (2015) The indicators used to measure work motivation are as follows: (1) Life Needs, (2) Awards, (3) Success at work (4) Social relations

Job Satisfaction

The role of job satisfaction is important because it will provide enthusiasm in improving work and employee loyalty. But sometimes job satisfaction is not considered because in general, it involves a person's attitude towards his work. This can affect a person's behavior at work such as employee discipline and improving the performance of a company/organization. Job satisfaction is a result that is received by employees from their work, as expected and thought of by someone from the results of their work.

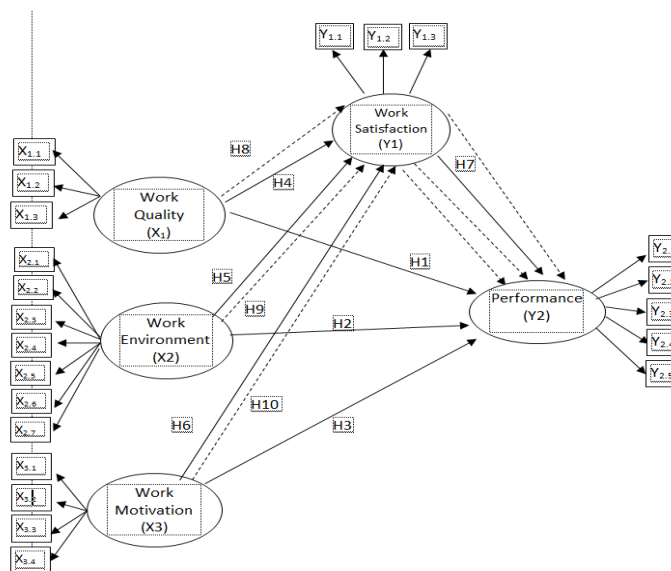
According to Robbins (2015: 170) Defining job satisfaction, is a general attitude towards one's work as the difference between the amount of rewards workers receive and the number of rewards they believe they should receive. In principle, every company always expects its employees to work optimally to increase profits and help accelerate the achievement of other organizational goals.

Based on the definition of job satisfaction from the experts above, it can be concluded that job satisfaction is a measure of the level of satisfaction of workers with their type of work related to the nature of their work assignments, work results achieved, forms of supervision obtained as well as a sense of relief and liking for the work they are doing. According to (Robbins, 2015: 181-182) Indicators of Employee Job Satisfaction are as follows: Decent salary or wages, Supportive working conditions, and Supportive co-workers.

Conceptual Framework

Based on the understanding and theories put forward in the literature review, a conceptual framework can be developed that will examine several variables, namely work quality variables (X1), work environment variables (X2), motivation (X3), job satisfaction variables, employee performance (Y2). This study will examine and analyze the influence of work quality, work environment, and work motivation on employee performance and job satisfaction as a mediating variables.

Figure 1. Research Conceptual Framework



Hypothesis

Based on the framework and formulation of the problems that have been stated previously, the authors take a temporary hypothesis for solving the problem, that:

1. Work Quality has a positive and significant effect on employee performance at the Ministry of Religion Bombana District.
2. The Work environment has a positive and significant effect on employee performance at the Ministry of Bombana District.
3. Work Motivation has a positive and significant effect on employee performance at the Ministry of Religion Bombana District.
4. Work quality has a positive and significant effect on the job satisfaction of employees of the Ministry of Religion Bombana District.
5. The work environment has a positive and significant effect on the job satisfaction of employees of the Ministry of Religion Bombana District.
6. Work motivation has a positive and significant effect on the job satisfaction of employees of the Ministry of Religion Bombana District.
7. Job satisfaction has a positive and significant effect on the performance of employees of the Ministry of Religion Bombana District.
8. Work quality has a positive and significant effect on the performance of employees of the Ministry of Religion Bombana District mediated by job satisfaction.
9. Work environment has a positive and significant effect on the performance of employees of the Ministry of Religion Bombana District, mediated by job satisfaction.
10. Work motivation has a positive and significant effect on the performance of employees of the Ministry of Religion Bombana District, mediated by job satisfaction.

RESEARCH METHODS

Research Population

The population is a generalized area consisting of objects/subjects that have certain quantities and characteristics determined by the researcher to be studied and then conclusions drawn. The population in this study were all employees of the Bombana Regency Ministry of Religion office with offices in the District Office and employees in the KUA Subdistrict Office with a total of 59 employees.

Variable Identification

Variable is something that becomes the object of research observation, often also referred to as factors that play a role in research or symptoms to be studied. Variables are everything that has been determined by researchers to be studied so that information is obtained about it, then conclusions are drawn (Sugiyono, 2009).

The variables used in this study are:

1. Independent Variables are variables that affect other variables, in this case, the quality of work, work environment and work motivation.
2. Dependent Variables are variables that are influenced by other variables, in this case employee performance.
3. The Mediation Variable is the intermediary variable between the independent variable and the dependent variable, in this case job satisfaction.

Data Types and Sources

The type of data collected in this study for the dependent variable and independent variable used quantitative data, namely data in the form of numbers that can be counted, obtained from calculating questionnaires distributed to employees of the Office of the Ministry of Religion of Bombana Regency. While the data sources used in this study are: first primary data, which is data obtained through the results of distributing questionnaires to several respondents who are samples of this study, secondly secondary data, which is supporting data obtained from literature, library materials, and documents. Documents related to the problem to be studied.

Data Collection Techniques

The data collection method used in this study can be described as follows:

1. The Questionnaire, the preparation of the measurement scale used Likert's Summated Ratings (LSR) method, with choices of 1 to 5 answers
2. Documentation

Collecting information by studying written data sources to obtain secondary data regarding the results of employee performance appraisal, organizational history, number of employees, organizational structure, and other written data related to this research.

Data Analysis Techniques

To analyze the data, the method used in this research is descriptive statistical analysis and Partial Least Square (PLS) analysis which was first developed by Herman Word (1985) as a data analysis technique with SmartPLS software.

PLS is an analytical method that can be applied to all data scales, does not require a lot of assumptions and the sample size is not large. The Variance-based Structural Equation Modeling (SEM) method is known as the Partial Least Square (PLS) Method.

a. Descriptive Analysis

The Descriptive analysis method is used to describe the variables of work quality (X1), work environment (X2), work motivation (X3), job satisfaction (Y1), and performance (Y2) by calculating the mean (mean) of each research variable. The average value obtained is then made up of new assessment criteria. After the size of the interval is known, then the scale range is made, as follows:

b. Path Analysis

To determine the influence between the research variables, the Partial Least Square analysis technique was used. The use of PLS is due to the intermediate variable (job satisfaction variable) with a sample size below 100.

RESEARCH RESULT

Evaluation of the Measurement Model (Outer Model)

Testing the outer model (measurement model) is an assessment of the validity and reliability of the research variables. There are three criteria for assessing the outer model, namely convergent validity, discriminant validity, and composite reliability.

Evaluation of the latent variable measurement model with reflective indicators was analyzed with how to see the convergent validity of each of these testing indicators in PLS can be seen from the magnitude of the outer loading of each indicator on each latent variable. Outer loading values above 0.70 are highly recommended, but also loading factor values of 0.50-0.06 can still be tolerated (Solimun, 2010; Ghozali 2011).

Discriminant Validity

Discriminant validity testing in this study uses cross-loading and square root of average (AVE) values to examine (testing) whether the research instrument is valid in explaining or reflecting latent variables. For more details, it can be described as follows:

a. *Discriminate validity*

Calculation analysis using cross-loading values. The results of the calculations in the analysis of this research data can be seen in the table below:

Table 1. Cross-Loading Calculation Results

Indicator	Satisfaction	Performance	Quality	Environment	Motivation
X1.1	0.423	0.362	0.720	0.491	0.270
X1.2	0.50	0.418	0.795	0.617	0.457
X1.3	0.627	0.512	0.881	0.679	0.496
X2.1	0.425	0.436	0.491	0.653	0.477
X2.2	0.498	0.475	0.590	0.722	0.522
X2.3	0.480	0.531	0.356	0.763	0.618
X2.4	0.675	0.597	0.796	0.727	0.494
X2.5	0.578	0.475	0.441	0.643	0.613
X2.6	0.681	0.647	0.534	0.755	0.620
X2.7	0.357	0.387	0.327	0.537	0.515
X3.1	0.792	0.620	0.602	0.728	0.820
V3.2	0.527	0.433	0.274	0.488	0.738
X3.3	0.525	0.630	0.284	0.513	0.745
X3.4	0.565	0.682	0.375	0.667	0.744
Y1.1	0.805	0.627	0.529	0.557	0.590
Y1.2	0.801	0.530	0.503	0.685	0.759
Y1.3	0.855	0.763	0.623	0.690	0.633
Y2.1	0.730	0.866	0.449	0.730	0.768
Y2.2	0.673	0.826	0.569	0.650	0.692
Y2.3	0.555	0.730	0.421	0.506	0.522
Y2.4	0.552	0.771	0.403	0.503	0.485
Y2.5	0.591	0.786	0.313	0.558	0.590

Source: results of data processing

- b. Discriminant validity using the square root of average variance extended (\sqrt{AVE}). If the value of each variable is greater than the AVE value and the correlation between the latent variables and other latent variables, the instrument variable is said to be a valid discriminant. The results of calculating the value can be seen in the table below:

Table 2. Value of AVE, \sqrt{AVE} , and Correlation between latent variables.

Research variable	AVE	$\sqrt{\text{AVE}}$	Correlation of the latent variables				
			Y1	Y2	X1	X2	X3
Satisfaction (Y1)	0.690	0.830	1,000				
Performance (Y2)	0.713	0.844	0.812	1,000			
Quality (X1)	0.686	0.828	0.709	0.599	1,000		
Environment (X2)	0.528	0.726	0.802	0.750	0.785	1,000	
Motivation (X3)	0.643	0.801	0.818	0.776	1,572	0.781	1,000

Source: results of data processing

The test results in table 2 show that the value *square root of average extracted*($\sqrt{\text{AVE}}$) of all the variables designed in this study is smaller when compared to the correlation between latent variables and other latent variables so that the instrument for each variable is said to have not fulfilled discriminant validity. However, the overall variable $\sqrt{\text{AVE}}$ value is above 0.70 (tolerance limit). This means that the construct of the latent variable has good discriminant validity. The research instrument used to measure all latent variables in this study met the criteria of discriminant validity. So that the value of the square root of average variance extracted ($\sqrt{\text{AVE}}$) in each indicator is declared valid.

Convergent Validity

Convergent validity measures the validity of the indicator as a measure of the construct seen from the outer loading. An indicator is considered valid if it has an outer loading value above 0.70 which is highly recommended but if the loading factor value is 0.50 – 0.60 it can still be tolerated with a t-statistic value above 1.96. The outer loading value can also be interpreted as the contribution of each indicator to the latent variables. Following are the results of the analysis and evaluation of the latent variable measurement model.

Table 3. shows that all indicators are valid to be used in reflecting the measurement of latent variables. This is evidenced by the estimated value of the outer loading on each variable indicator as a whole having a value greater than 0.5 and a significant P-value at the 95% confidence level (p-value) $<\alpha = 0.05$, these results reflect that the correlation between each indicator is positive and significant in reflecting each latent variable so that the outer loading value for each indicator in this study is declared valid.

Table 3. Outer Loading Calculation Results

Indicator	Outer Loading	t-Statistics	P-Value
X1.1	0.734	7,573	0.000
X1.2	0.848	15,581	0.000
X1.3	0.895	28,333	0.000
X2.1	0.755	8,059	0.000
X2.2	0.784	11,520	0.000
X2.3	0.798	13,577	0.000
X2.4	0.714	12,469	0.000
X2.5	0.695	7,999	0.000
X2.6	0.777	14,446	0.000
X2.7	0.529	4,047	0.000
X3.1	0.839	23,159	0.000
X3.2	0.837	15,036	0.000
X3.3	0.797	11,031	0.000
X3.4	0.729	9,360	0.000
Y1.1	0.793	16,049	0.000
Y1.2	0.831	19,462	0.000
Y1.3	0.866	22,258	0.000
Y2.1	0.899	30,226	0.000

Y2.2	0.860	23,753	0.000
Y2.3	0.832	14,936	0.000
Y2.4	0.809	10,302	0.000
Y2.5	0.820	10,095	0.000

Source: Appendix

Composite Reliability

Composite reliability is to test the reliability value between the indicators of the constructs that make it up. The results are said to be good if the value is above 0.70. The test results can be seen in the table below:

Table 4. Instrument Reliability Test Results

Research variable	Composite Reliability	Results
Quality (X1)	0.867	Reliable
Work Environment (X2)	0.885	Reliable
Motivation (X3)	0.878	Reliable
Satisfaction (Y1)	0.869	Reliable
Performance (Y2)	0.926	Reliable

Source: Appendix

The test results in Table 4 obtained values *composite reliability* variable quality of work of 0.867; work environment 0.885; work motivation 0.878; Satisfaction 0.869; Employee Performance 0.926. This means that from the composite reliability results above, the overall test results are above 0.70. So thus it can be concluded that all the instruments used in this study have met the criteria or are suitable for use in measuring all latent variables because they have high suitability and reliability and can be used for hypothesis testing.

Evaluation of the Goodness of Fit Model

The structural model is evaluated by taking into account the Q^2 predictive relevance of the model to measure how well the observed value is produced by the model. The value of Q^2 has a range of $0 < Q^2 < 1$, the closer to 1 the better the model. The coefficient of determination (R^2) of the endogenous variables can be seen in the following table:

Table 5. Goodness of Fit Test Results

Structural Models	Endogenous Variables	R-square
1.	Satisfaction (Y1)	0.751
2.	Employee Performance (Y2)	0.686

Source: Appendix

Based on the value of the coefficient of determination (R^2) can be known Q^2 with the following calculation:

$$\begin{aligned}
 Q^2 &= 1 - (1 - R_1^2) (1 - R_2^2) \dots (1 - R_n^2) \\
 &= 1 - (1 - 0.751) (1 - 0.686) \\
 &= 1 - 0.078 \\
 &= 0.922
 \end{aligned}$$

Based on the results of these calculations obtained value *Predictive relevance* $Q^2 = 0.922$ or 92.2% means that the accuracy of this research model can explain the diversity of variables by 92.2%, the remaining 7.8% is explained by other variables not included in this research model. It can be concluded that this research model can be used to test the hypothesis because the Q^2 value obtained can be said that the model formed has good accuracy or precision because the value is above 60%.

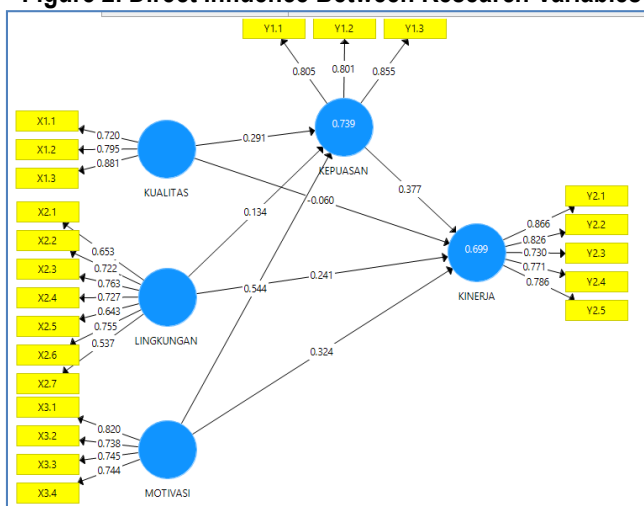
Hypothesis test

The purpose of testing the hypothesis is to decide whether the hypothesis being tested is rejected or accepted statistically. In this research, there are 10 (ten) hypotheses proposed. Where 7 (seven) direct influence hypotheses and 3 (three) indirect influence hypotheses.

Direct Influence

Based on the results of the analysis that has been carried out using a partial least squares analysis tool, the path analysis results can be displayed in the following scheme:

Figure 2. Direct Influence Between Research Variables



Source: attachment

Testing the direct effect hypothesis aims to prove the hypotheses the effect of a variable on other variables directly (without intermediaries). If the path coefficient value is positive, it indicates that an increase in the value of one variable is followed by an increase in the value of the other variable. If the path coefficient value is negative, it indicates that an increase in the value of one variable is followed by a decrease in the value of the other variable. If the probability value (P-value) < α (0.05) then H_0 is rejected (the influence of another variable is significant). If the probability value (p-value) > α (0.05) then H_0 is accepted (the influence of a variable or other variables is not significant)

The results of testing the influence between variables in scheme 2 can be seen in the table below:

Table 6. Direct Influence Path Coefficient and hypothesis submission

Relations Between Variables	Path Coefficient	T-Statistic s	t-critical (cut of)	P-values	Alpha Value (α)	Decision
Satisfaction (Y1)→	0.377	2,529	1.96	0.012	0.05	Sig

Performance (Y2)						
Quality of Work (X1)→ Satisfaction (Y1)	0.291	1,973	1.96	0.049	0.05	Sig
Quality of Work (X1)→ Performance (Y2)	-0.060	0.556	1.96	0.578	0.05	No Sig
Environment (X2)→ Satisfaction (Y1)	0.134	1.815	1.96	0.415	0.05	No Sig
Environment (X2)→ Performance (Y2)	0.241	1,457	1.96	0.146	0.05	No Sig
Motivation (X3)→ satisfaction (Y1)	0.544	4,237	1.96	0.000	0.05	Sig
Motivation (X3)→ Performance (Y2)	0.324	2058	1.96	0.040	0.05	Sig

Source: Appendix

The results of the analysis in table 6 obtained hypothesis testing and the direct influence path coefficient aims to answer the proposed hypothesis whether it can be accepted or rejected. The test results can be explained as follows:

H1. Quality of Work on Performance

The direct effect of work quality on employee performance has a path coefficient of -0.060 (negative), then an increase in the value of the work quality variable is followed by a decrease in the value of employee performance variables. The effect of work quality on performance has P-values (0.578) > α (0.05) so H0 is accepted, meaning that the effect of work quality on performance is that there is no significant effect, meaning the research hypothesis is rejected.

H2. Work Environment on Performance

The direct effect of the work environment on performance has a path coefficient of 0.241 (positive), then the increase in the value of the work environment variable is followed by an increase in the value of the employee performance variable. The effect of the work environment on performance has P-values (0.146) > α (0.05) so H0 is accepted, meaning that the effect of the work environment on performance is that there is no significant effect. means the hypothesis is rejected.

H3. Work Motivation on Performance

The direct effect of work motivation on performance has a path coefficient of 0.324 (positive), then an increase in the value of motivation is followed by an increase in the value of the performance variable. The effect of motivational variables on performance has P-values (0.040) < α (0.05) so H0 is rejected, meaning that the effect of motivation on performance is significant. This means that the research hypothesis is accepted.

H4. Quality of Work on Satisfaction

The direct influence of the quality of work on satisfaction has a path coefficient of 0.291 (positive), then an increase in the value of the quality variable is followed by an increase in the value of the satisfaction variable. The effect of the variable quality of work on satisfaction has P-values (0.049) < α (0.05) so H1 is accepted, meaning that the effect of quality of work on performance is significant means that the hypothesis is accepted.

H5. Work Environment on Satisfaction

The direct influence of work environment to satisfaction of having a path coefficient of 0.134 (positive), then the increase in the value of the motivation variable is followed by an increase in the value of the satisfaction variable. The effect of work environment variables on satisfaction has P-values (0.415) > α (0.05)

so H0 is accepted, meaning that the effect of the work environment on satisfaction does not have a significant effect. it means the research hypothesis is rejected.

H6. Work Motivation on Satisfaction

The direct effect of work motivation on satisfaction has a path coefficient of 0.544 (positive), then an increase in the value of the motivational variable is followed by an increase in the value of the satisfaction variable. The effect of motivational variables on satisfaction has P-values (0.000) $< \alpha$ (0.05) so H0 is rejected, meaning that the effect of motivation on satisfaction is significant. means that the research hypothesis is accepted.

H7. Satisfaction with Performance

The direct effect of satisfaction on performance has a path coefficient of 0.377 (positive), then the increase in the value of the satisfaction variable is followed by an increase in the value of the performance variable. The effect of the satisfaction variable on performance has P-values (0.012) $< \alpha$ (0.05) so H0 is rejected, meaning that the effect of satisfaction on performance is significant. means that the research hypothesis is accepted.

Indirect Influence Analysis

The indirect effect is the influence of the independent variable on the dependent, through other variables as intervening variables. The indirect effect hypothesis is said to be significant if all paths of direct influence are significant. However, if there is at least one insignificant direct effect, then the indirect effect is not significant. Testing the indirect effect hypothesis aims to prove the hypothesis of the effect of a variable on other variables indirectly (through mediation). If the probability value (p-value) is > 0.05 , then the intervening variable mediates the relationship between one variable and another. If the probability value (p-value) is > 0.05 , then the intervening variable does not mediate the relationship between the variable and the other variables.

Table 7. Indirect Effect Hypothesis

Efek Tidak Langsung Spesifik					
Mean, STDEV, T-Values, P-Value...	Keyakinan Interval	Keyakinan Interval Bias-Dikore...	Sampel	Salin ke Clipboard:	
	Sampel Asli (O)	Rata-rata Sam...	Standar Devias...	T Statistik (O/...	P Values
LINGKUNGAN -> KEPUASAN -> KINERJA	0.051	0.069	0.080	0.633	0.527
MOTIVASI -> KEPUASAN -> KINERJA	0.205	0.199	0.088	2.337	0.020
KUALITAS -> KEPUASAN -> KINERJA	0.109	0.098	0.073	1.508	0.132

Source: Appendix

The results of the analysis in table 7 obtained hypothesis testing and the indirect influence path coefficient aims to answer the proposed hypothesis whether it can be accepted or rejected. The test results can be explained as follows:

H8. Quality of Work on Performance mediated by Satisfaction

The calculation results show that the probability value of p-value is 0.132 $> \alpha$ 0.05, meaning that satisfaction does not mediate the effect of work quality on performance. So the research hypothesis is rejected.

H9. Work Environment on Performance Mediated By Satisfaction

The calculation results show that the probability p-value is 0.527 $> \alpha$ 0.05, which means that satisfaction does not mediate the influence of the work environment on performance. So the research

hypothesis is rejected.

H10. Work Motivation on Performance mediated by Satisfaction

The calculation results show that the probability value of p-value is $0.020 < \alpha 0.05$, which means that satisfaction mediates the effect of work motivation on performance. So that the research hypothesis is accepted.

DISCUSSION

Effect of Quality of Work on Employee Performance

Based on the research results, it can be seen that work quality has a negative and not significant effect on employee performance, the research results are -0.060 showing that the quality of work variable harms employee performance, meaning that an increase in work quality will reduce employee performance. Quality of work has a significant level of $0.578 > 0.050$, meaning that quality of work is not significant to employee performance. The quality of work possessed by employees is not optimal. This can be seen from the answers of respondents who answered many statements that were not suitable for the work process of producing good quality work. This corresponds to what happened at the office.

The results of this study do not support the research conducted by Noor Arifin (2012), with the title analysis of the quality of work life, performance, and job satisfaction at CV. Duta Senenan Jepara and M. Liga Suryadana (2013) concluded that work quality affects performance.

Quality of work is one of the elements that is evaluated in assessing employee performance in addition to behaviors such as dedication, loyalty, leadership, honesty, cooperation, loyalty, and employee participation. (Riorini, 2004:22) states that things that can trigger an increase in the quality of the workforce include providing training or training, providing incentives or bonuses, and applying technology that can support increased work effectiveness and efficiency.

The Influence of the Work Environment on Employee Performance

Based on the research results, it can be seen that the work environment has a positive and not significant effect on performance, the research results of 0.241 show that the work environment variable has a positive effect on performance, meaning that an increase in the work environment increases, employee performance will increase. The work environment has a significant P-value level of $0.146 < \alpha 0.050$, meaning that the work environment is not significant to performance. This shows that the work environment has no more meaning in measuring employee performance at the Office of the Ministry of Religion of Bombana Regency, this is in contrast to research conducted by Tom Sun Siagian (2018) which has a significant effect on employee performance.

The results of this study are different from those conducted by Ninik Sri Setyowati, (2018). The results of his research are that the work environment has an effect positive and significant to performance, but according to research Risky Nur Adha (2019), shows that the work environment has a significant effect on performance, Apfia Ferawati (2017) also shows that the work environment has a positive influence on employee performance.

The Effect of Work Motivation on Employee Performance

Based on the research, it can be seen that work motivation has a positive and significant effect on the performance of employees in the office of the Ministry of Religion, Bombana Regency. This is indicated by the path coefficient value of 0.324 and a statistical value of t table ($0.324 < 1.960$) with a P-value of $0.040 < 0.050$ meaning that giving motivation to employees will improve employee performance. This is in line with the initial hypothesis that the higher the motivation, the higher the employee's performance.

Several previous studies also provided results that were no different from the research conducted by Syarah Amalia, et al (2016). Researching on the Effect of Work Motivation on Employee Performance. The results of the study found that work motivation partially has a significant effect on employee performance. Ni

Made Nurcahyani (2016) with the title Effect of Compensation and Motivation on Employee Performance with Job Satisfaction as an Intervening Variable, found that motivation has a positive effect on employee performance with a value of Standardized Coefficients Beta. work does not have a positive and significant effect on employee performance as evidenced by the statistical results $t\text{-count} < t\text{-table}$, namely $1.608 < 1.697$.

The results of this study are in line with the opinion put forward by Gibson in Srimulyo (2009:92) that one of the variables that affect performance is a psychological variable, and one of these is motivation. From this opinion, it is known that if a person's work motivation increases, his performance will also be better. The importance of work motivation is also described by Syamsi (2013: 58) as one important aspect of maintaining and ensuring work motivation is through fulfilling the needs of his subordinates. *Shalimono Shit, Syaiful Bahri* (2019). Work motivation has a positive and significant effect on performance.

Effect of Quality of Work on Satisfaction

Based on the results of the study it can be seen that the quality of work has a positive and significant effect on satisfaction, the coefficient value of 0.291 indicates the variable quality of work has a positive effect on employee performance indicating a unidirectional relationship, in other words, that if the variable quality of work changes in a more positive direction 1 (one) level it will improve employee performance. Quality of work has a significant level of $0.049 < 0.050$, meaning that quality of work is significant for satisfaction. So it can be concluded that the quality of the work environment at the Ministry of Religion of Bombana Regency has a positive and significant effect on job satisfaction. The results of this test can be explained that the better quality of work will have a positive effect on the job satisfaction of employees of the Ministry of Religion, Bombana Regency. This is in line with the initial hypothesis that the better the quality of work, the higher job satisfaction.

Effect of Work Environment on Satisfaction

Based on the results of the study it can be seen that the work environment has a positive and not significant effect on satisfaction, the coefficient value is 0.134 indicating that the work environment variable has a positive effect on satisfaction indicating a unidirectional relationship, in other words, that if the work environment variable changes in a more positive direction 1 (one) level it will increase satisfaction.

The work environment has a significant level of $0.415 > 0.050$, meaning that the quality of work is not significant for satisfaction. So it can be concluded that the work environment in the Office of the Ministry of Religion of Bombana Regency has a positive and not significant effect on job satisfaction. This indicates that the work environment at the Office of the Ministry of Religion of Bombana Regency affects job satisfaction but has no significant effect. Several previous studies also provided results that were no different, such as research conducted by Anak Agung Ngurah Bagus Dhermawan et.al (2012) with the title influence of motivation, work environment, competence and compensation on job satisfaction and employee performance in the office environment of the Bali provincial public works office. , found that the work environment has a positive effect on job satisfaction but is not significant with a path coefficient value of $= 0.063$ and $\text{Sig } t = 0.905 < 0.05$. This is because satisfaction is not solely influenced by the reward or salary system but is also influenced by the leadership and attention of superiors. Satisfaction is not only obtained from the existing work environment but is determined more by a conducive organizational culture.

The Effect of Work Motivation on Satisfaction in the Ministry of Religion, Bombana Regency

Based on the results of the study it can be seen that work motivation has a positive and significant effect on satisfaction, the coefficient value is 0.544 indicating that the work motivation variable has a positive effect on satisfaction indicating a unidirectional relationship, in other words, that if the work motivation variable changes towards a more positive 1 (one) level then will increase satisfaction.

Work motivation has a significant level of $0.000 < 0.050$, meaning that work motivation is significant for satisfaction. So it can be concluded that work motivation in the Bombana Regency Ministry of Religion office has a positive and significant effect on job satisfaction. This signifies that the motivation to work in the Office of the Ministry of Religion Bombana Regency affect job satisfaction and has a significant influence.

According to Herzberg's theory, dissatisfaction and motivation are not influenced by the same factors, based on that, the state of hygiene factors will eliminate (or at least reduce) dissatisfaction among employees, but will not make them satisfied with their jobs. For example, giving them an adequate salary will not make them feel satisfied, but it will relieve their dissatisfaction.

This finding is what was stated by As'ad (1996) that the more often employees are motivated to do a good job, the desired quality and job satisfaction will increase because the weak and strong encouragement or motivation of one's work will determine the size of job satisfaction. Furthermore, several previous studies have provided the same results as research conducted by Ida Ayu Brahmasari and Agus Suprayetno (2008), Noermijati (2008), Nugraheni (2003), Octaviana (2011), Widastuti (2004), (purnowati, 2006).

The Effect of Job Satisfaction on Employee Performance

Based on the results of the study it can be seen that job satisfaction has a positive and significant effect on performance, the coefficient value of 0.377 indicates the variable Job satisfaction has a positive effect on performance indicating a unidirectional relationship, in other words, that if the job satisfaction variable changes towards a more positive 1 (one) level then will increase the performance variable.

Job satisfaction has a significant level of $0.012 < 0.050$, meaning job satisfaction is significant to performance. So it can be concluded that job satisfaction in the Bombana Regency Ministry of Religion office has a positive and significant effect on employee performance. This indicates that job satisfaction at the Office of the Ministry of Religion of Bombana Regency affects employee performance and has a significant influence. According to Robbins (2015: 170) Defining job satisfaction, is a general attitude towards one's work as the difference between the amount of rewards workers receive and the number of rewards they believe they should receive. In principle, every company always expects its employees to work optimally to increase profits and help accelerate the achievement of other organizational goals.

Based on the results of the study that the dominant indicator contributes to job satisfaction by loading the supporting co-worker indicator factor. Thus it can be interpreted that support and encouragement from colleagues have a good influence in increasing job satisfaction. Job satisfaction from an employee will have an impact on the increase in performance obtained.

The Influence of Work Quality on Employee Performance in Mediation by Satisfaction

Based on the results of the indirect effect analysis it was concluded that job satisfaction does not mediate work quality on performance. The calculation results show that the probability value of p-value is $0.132 > \alpha 0.05$, meaning that satisfaction does not mediate the effect of work quality on performance. Employee performance will be maximized and continue to increase but is not affected by employee satisfaction with the quality of work produced. Employee satisfaction with the quality of work does not necessarily improve employee performance. Conversely, if the employee is dissatisfied with the quality of work, it is not certain that the employee's performance will decrease.

The results of this research do not support the research please, Eggy Binardo (2020) that job satisfaction mediates the relationship between quality of work and employee performance. But it is supported by research conducted by Pamungkas (2016) which shows that job satisfaction is not an intervening variable that influences the quality of work life on performance. Furthermore, the results of the study also support research conducted by Noviana and Tristiana (2014) which shows that job satisfaction is not a mediating variable between the quality of work life and performance.

Based on the analysis that has been done, proves that job satisfaction is not a factor capable of mediating the relationship between work quality and employee performance. Given the importance of improving performance for the organization, therefore, the organization is expected to be able to know more about what factors can improve employee performance by analyzing what is needed by employees.

The Effect of Work Environment on Employee Performance in Mediation by Satisfaction

Based on the results of the indirect effect analysis it was concluded that job satisfaction does not

mediate the work environment on performance. The calculation results show that the probability value of p-value is $0.527 > \alpha 0.05$, meaning that satisfaction does not mediate the effect of the work environment on performance. This is to Hasibuan (2011) work environment is an existing work environment that can influence him in carrying out assigned tasks, a good work environment can not only satisfy tasks but can satisfy employees in improving employee performance.

The results of this study are supported by research conducted by Tomy Sun Siagian et al (2018) with the title influence of leadership style and work environment on employee performance with job satisfaction as a mediating variable. It is concluded that satisfaction does not mediate work environment on performance. The fact that happened at the Ministry of Religion of Bombana Regency was that an employee of the State Civil Apparatus had their respective duties and functions which had been determined by statutory regulations. An ASN employee must be satisfied with what he has because the salary given has been set by the government without bonuses and other things outside of statutory provisions. So it can be concluded that an employee's satisfaction does not mediate the work environment on performance.

The Effect of Work Motivation on Employee Performance in Mediation by Satisfaction

Based on the results of the indirect effect analysis it was concluded that job satisfaction mediates work motivation on performance. The calculation results show that the probability value of p-value is $0.020 < \alpha 0.05$, meaning that satisfaction mediates the effect of the work environment on performance. This means that motivation can significantly improve employee performance by being triggered by increased job satisfaction of the Ministry of Religion of Bombana Regency. This study illustrates that high job satisfaction is influenced by motivational factors that exist within an employee or that are given by other parties in doing the job. So that the motivation given coupled with job satisfaction can improve employee performance.

Employee performance will be maximized and continue to increase, influenced by employee satisfaction with the motivation given by the agency. Employee satisfaction with motivation will certainly improve employee performance. The results of this research are supported by research conducted by Nitasari (2012), and research by Murti and Srimulyani (2013) that job satisfaction mediates the relationship between motivation and employee performance.

Research Limitations

The author realizes that the implementation of this research is inseparable from various limitations. The limitation in question is that the research object is limited to only one, namely the Ministry of Religion of Bombana Regency, therefore the results of this study cannot be generalized to apply to all offices in Southeast Sulawesi, especially in the Bombana district.

CONCLUSION

Based on the description in the discussion, some can be concluded several things as follows:

1. Work quality has a negative and insignificant effect on employee performance at the Ministry of Religion, Bombana Regency.
2. The work environment has a positive and insignificant effect on employee performance at the Ministry of Religion, Bombana Regency.
3. Work motivation has a positive and significant effect on employee performance at the Ministry of Religion, Bombana Regency.
4. Work quality has a positive and significant effect on job satisfaction at the Ministry of Religion, Bombana Regency.
5. The work environment has a positive and insignificant effect on job satisfaction at the Ministry of Religion, Bombana Regency.
6. Work motivation has a positive and significant effect on job satisfaction at the Ministry of Religion, Bombana Regency. These findings indicate that employees who have high motivation tend to get high job satisfaction.

7. There is a positive and significant influence between job satisfaction on the performance of employees of the Ministry of Religion, Bombana Regency.
8. Job satisfaction is not able to mediate work quality on performance at the Ministry of Religion of Bombana Regency.
9. Job satisfaction is not able to mediate the work environment on performance at the Ministry of Religion, Bombana Regency.
10. Job satisfaction can mediate work motivation on performance at the Ministry of Religion of Bombana Regency.

Suggestion

Based on these conclusions, several things are suggested as follows:

1. In the work process indicators to improve employee performance, leaders must conduct training for employees so that employee abilities can be even better and monitoring of subordinates must be done even better so that mistakes do not occur,
2. To increase the indicators of cooperation between employees, it is expected that employees can help each other, and the relationship between seniority and position is removed to create a good and comfortable work environment.
3. To increase the appreciation indicators, it is hoped that leaders can pay attention to their subordinates by giving awards or rewards to employees who have good performance or achievements.
4. To improve working conditions that support, it is necessary to improve the comfort and placement of employees according to their expertise.
5. To increase the quantity indicator, employees are always on time and thorough in completing work.
6. Future research is expected to expand the population in several different government organizations to broaden the generalization of research results.

For future researchers who are interested in conducting similar research, it is recommended to conduct a second-order analysis confirmatory factor.

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