THE ROLE OF MEDIATION ON WORK SATISFACTION TO WORK ENVIRONMENT, TRAINING, AND COMPETENCY ON EMPLOYEE PERFORMANCE

Kusni Ingsih
University of Dian Nuswantoro, Faculty of Economics and Business, Indonesia

Nelis Riskawati
University of Dian Nuswantoro, Faculty of Economics and Business, Indonesia

Agus Prayitno
University of Dian Nuswantoro, Faculty of Economics and Business, Indonesia

Shujahat Ali
Mirpur University of Science and Technology, Mirpur AJK, University of Science and Technology of China, Hefei China.

Abstract: This study aimed to determine the effect of work environment, training, and competence on work satisfaction in improving employee performance. The object in this study is PT. Asaputex Jaya, located in Tegal City, engaged in woven sarong’s trading business with the Korma Tree brand. The sample used in this study was determined by a simple random sampling method, obtaining 105 respondents. The data in this study were obtained through a questionnaire that was filled out independently. The analysis used in this study uses the analysis method of Structural Equation Modeling (SEM). This study proves and concludes that: work environment and work training have a significant positive effect on work satisfaction. However, competence does not affect work satisfaction. Besides, the work environment negatively affects employee performance, and work training does not affect employee performance. Also, competence and work satisfaction have a significant positive effect on employee performance. Further research must develop more varied models to provide different research findings, such as adding work stress variables, work motivation, work discipline, and others.

Keywords: Work Environment, Training, Competence, Work Satisfaction, Employee Performance

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Every organization, indeed, has a goal or target to be achieved in a certain period. That target will be easily achieved if the organization has adequate resources. One of the most influential in achieving company goals here is the human resource (HR) itself. In achieving its orientation, the organization considerably needs qualified and competent human resources. One way to achieve quali-
fied and competent human resources can be seen from the human resources’ performance. Good performance will make an employee resolve company expenses well and will increase company productivity. With this, the employee will certainly feel satisfied with what they are doing because they can meet its targets. If the level of satisfaction is met, they will feel more enthusiastic about doing their work at the company. This circumstance is beneficial for the company in achieving its goals. Conversely, if the employee’s needs are not met, the enthusiasm in him will decrease.

One of the factors that can make employees feel satisfied in their work is the work environment. The work environment is all things that affect workers who are working in a company. The work environment has a significant influence on the company’s orientation. Therefore, the organization is obliged to create a safe and comfortable working atmosphere for its employees, thereby influencing their success in accomplishing their work. Research conducted by Ingsih et al. (2021), Parashakti et al. (2020), and Kamif et al. (2016) stated that the work environment has a significant positive effect on performance. However, research from Pawirosumarto et al. (2017), Sari (2013), and Arianto (2013) proved that the work environment does not affect performance. Furthermore, research conducted by Kurniawaty et al. (2019), Pawirosumarto et al. (2017), and Marshall et al. (2015) also proved that the work environment has a significant positive effect on work satisfaction.

To accomplish their work, employees do not only need a conducive work environment to increase their performance. Another factor, such as training, proportional to employees’ needs, has a vital role. In carrying out their work, employees need a series of activities designed to provide the skills and knowledge. Training is an effort made by a company in providing competencies such as skills and knowledge to employees related to all their work. Research conducted by Lotulong and Uhing (2018) and Tuhumena et al. (2017) stated that work training significantly affects employee performance. However, Mutmainah (2013) proves that training does not affect performance. Saprudin (2018) also stated that training has a significant effect on work satisfaction. However, it is different from Vonny (2016), who explains that training does not affect work satisfaction.

Employee assignment in a proportionate department to their skills and knowledge can increase employee satisfaction and performance. Indeed, employees have competencies that are relied on in carrying out their works. Competence is an asset for employees to carry out their work professionally; thus, employees must meet competency standards in their field of work. The particular circumstance can create a smooth operation for a company in the future. Previous research conducted by Pramularso (2018) and Sholehatusya’diah (2017) said that competence significantly influenced employee performance. However, Sari (2013) and Supiyanto (2015) proved that competence did not affect performance. Deswarta (2017) also said that competence has a positive and significant effect on employee work satisfaction.

Employees’ satisfaction at work will increase employee performance. This statement follows Ingsih et al. (2021) and Sudiardhita et al. (2018) opinion that works satisfaction influences performance. Previously, Ingsih et al. (2021) and Sudiardhita et al. (2018) conducted research that concluded that employee performance was positively and significantly influenced by work satisfaction. This research is different from Pawirosumarto et al. (2017), who found that work satisfaction did not affect employee performance.

PT. Asaputex Jaya produces various kinds of woven sarongs, and this company has two production processes, First, ATM (Alat Tenun Mesin, Machine Weaving Equipment) and ATBM (Alat Tenun Bukan Mesin, Non-Machine Weaving Equipment). In terms of quality, the production process of ATBM in PT. Asaputex Jaya is considered still not optimal. The number of defective sarongs produced by the company still shows a significant number, above the previous percentage set by PT. Asaputex, which is 2%. It can be seen in the percentage of the number of defects in March 2019 was 2.28%, in May 2019 2.57%, and in June 2019 2.33%, which exceeded the company’s stipulation limit of 2%. If the defec-
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tive product produced consistently exceeds the company’s requirements, the company will experience losses and decrease productivity.

From the data described above, it can be concluded that there are problems in the HR performance of PT. Asaputex Jaya in the following performance indicators: quality. Quality control was carried out by PT. Asaputex Jaya is still not optimal. The defective products prove this statement in the production process that exceeds the percentage set by the company. This condition means that employees of PT. Asaputex Jaya has not been able to utilize the use of organizational resources appropriately.

Based on the results of interviews with Mr. Prasetyo as HRD PT. Asaputex Jaya Tegal, related to data on defective products explained that there were problems in the HR department, including the lack of accuracy and lack of employees’ skill in completing their work related to the weaving process.

A preliminary study (by distributing questionnaires to 20 employees of PT. Asaputex Jaya Tegal) shows the results of preliminary research conducted by researchers to determine the influence of employee performance at PT. Asaputex Jaya Tegal. In the selection of variables that affect the performance of employees at PT. Asaputex Jaya Tegal here focuses on three variables that have the most answers out of 7 available variables. The three variables with the most responses are work environment, work training, and work competence.

Based on the occurring phenomena, the arguments between variables and previous research results show differences in research, so research related to this is still worthy of review. This study aimed to determine the effect of work environment, training, and competence on work satisfaction in improving employee performance.

**LITERATURE REVIEW**

**Employee Performance**

Performance is something that is produced or achieved by someone in their work (Mangkunegara, 2013). According to Armstrong (1999), performance is an activity or activity carried out by a person, and they complete it according to their responsibilities in their work as expected. Good performance will make an employee complete the company’s expense well and increasing company productivity. Performance plays a high role in a company; without good performance, the company’s goals or orientation will not be achieved. From this performance, the company can more easily determine the employees’ level of achievement or achievements so far. It can also be easier for the company to provide appropriate rewards, such as salary, monetary incentives, etc. This performance can also make it easier for companies to help place employees in works that match what the employees produce.

**Work Satisfaction**

An employee will work well in the company with a desire or need that is fulfilled or satisfied. Satisfaction is a measure of a company’s level of success, which indicates that a company has been managed properly. If the level of satisfaction is met, the employee will feel more enthusiastic about doing their work in the company. This circumstance is beneficial for the company in achieving its goals. Conversely, if the needs of employees are not met, then their passion will decrease. According to Mathis and Jackson (2001), satisfaction can be a pleasant feeling in an employee carrying out all their duties. Work satisfaction is essential to note because improving the performance of employees in the company will not be optimal if the work satisfaction of employees is not achieved. In addition to suboptimal performance, this also affects their level of psychological maturity. As a result, these employees will feel no enthusiasm to work, which will make the company unable to achieve its goals or orientation.

**Work Environment**

According to Sedarmayati (2009), the work environment is all things that affect workers who are working in a company. Therefore, the work environment is one of the things that need to be considered by the company. A good work environment will certainly improve employee performance. A good work environment will make employees feel
safe and comfortable at work. This comfort will make employees feel bored or bored while working and improve their performance in the company. This work environment is one of the factors that employees consider in determining where they work. If a company has a good work environment, this will make prospective employees feel like working there. On the contrary, if the company does not have a good work environment, prospective employers will consider this because the employee’s environment will hinder the work.

**Work Training**

Proportional work training has a vital role in the organization. In carrying out their work, employees need a series of activities designed to provide the skills and knowledge. At the same time, Dessler (2008) states that training is intended for employees who have just entered the company and for old employees already working. Training is an effort made by the company in providing competencies such as skills and knowledge related to work. Good training will increase employees’ knowledge, skills, and abilities, undoubtedly encouraging employees to work longer in the company. This training aims to increase the ability to meet the most effective way of working today. Training is related to the skills and abilities of employees in carrying out the work. Training supports employees to acquire specific skills and abilities to perform their works better.

**Work Competence**

Competence is an inherent characteristic of a person who can effectively and efficiently achieve specific goals. It is like knowledge, abilities, and skills. Competence can also be one factor that makes a person able to do their work successfully or not. According to Spencer in Pramularso (2018), competence is a characteristic of a person’s performance in their effectiveness when carrying out work. Competence is what makes an employee able to carry out their duties according to the company’s demands. Employees must continue to adapt to meet competency standards under the field of work they face. This competency is closely related to the continuity of the work of employees. This competency is a benchmark for companies to determine the skills and abilities of their employees. Knowing what abilities their employees have will help a company in providing the proper position for them. Placement of the proper position for employees will affect the increase in company productivity.

To give a clearer theoretical framework, the following is a picture of the concept of the research:

![Figure 1. Conceptual Framework](image-url)
HYPOTHESIS DEVELOPMENT

The relationship between work environment and work satisfaction

Safe, comfortable, conducive, and supportive working conditions will encourage work satisfaction. Supportive working conditions include a good working environment. An employee needs a comfortable work environment to support their work to provide satisfaction as research conducted by Kurniawaty et al. (2019), Pawirosumarto et al. (2017), and Marshall et al. (2015) reveal that the work environment has a positive and significant influence on employee work satisfaction.

H₁: there is a positive influence between the work environment and work satisfaction

The relationship between work training and work satisfaction

Training is an effort made by the company to have the skills and knowledge related to each work. Therefore, it will increase employees’ knowledge, skills, and abilities with good training, making them feel satisfied with their various works. Like previous research by Saprudin (2018) say that training has a significant effect on work satisfaction.

H₂: there is a positive influence between training and work satisfaction.

The relationship between competence and work satisfaction

One way to determine employee satisfaction is by positioning them in the sections they master. Employees certainly have competencies that are relied upon in carrying out their work. Competence is a capital for employees to perform professional work. Competence is the main factor in doing the work done by employees because of the competencies possessed. It can increase employee morale and do all work with full responsibility. With their competencies, employees can adapt themselves to meet competency standards according to their field of work. Employees will feel satisfied with the work done if the work is following their competencies. Like previous research conducted by Deswarta (2017) revealed an influence between competence and work satisfaction.

H₃: there is a positive influence between competence and work satisfaction.

The relationship between the work environment and performance

A good work environment will result in optimal performance. Optimal performance is characterized by a conducive work environment and the passion of its employees. Therefore, the work environment is one of the factors that can affect the performance of an employee. Research conducted by Ingsih et al. (2021), Parashakti et al. (2020), Kamif et al. (2015) reveals that there is a significant influence between the work environment on employee performance.

H₄: there is a positive influence between the work environment and performance.

The relationship between work training and performance

Training is an effort made by the company to have the skills and knowledge related to each of their works. Therefore, good training will increase employees’ knowledge, skills, and abilities, undoubtedly encouraging more optimal employee performance. Research conducted by Lotulong and Uhing (2018) and Tuhumena et al. (2017) stated that positive and significant influence between training and employee performance.

H₅: there is a positive influence between training on performance.

The relationship of competence and performance

Currently, companies must have competent human resources in carrying out their work. Therefore, the company must manage human resources, especially on the readiness of the employee’s competencies. With this in the future, it can create smoothness for the company. Furthermore, employees who work under their competencies will affect the performance they produce. Previous research conducted by Pramularso (2018) and Sholehatusya’diah (2017) said that competence has a positive and significant effect on employee performance.
H₆: there is a positive influence between competence and performance.

The relationship between work satisfaction and performance

Employee performance will increase if work satisfaction has been met. This statement follows Ingsih et al. (2021) statement that work satisfaction influences one’s performance. Each employee has different characteristics. Therefore for an employee to work optimally, the company must pay attention to various factors that can support the work satisfaction of its employees and will then make employees give their best performance for the company. Previous research conducted by Ingsih et al. (2021) and Sudiardhita et al. (2018) said a significant influence between work satisfaction and employee performance.

H₇: there is a positive influence between work satisfaction and employee performance.

METHOD

The population in this study was 350 employees of the ATBM weaving section of PT. Asaputex Jaya Tegal City. The sampling technique used is a simple random sampling technique, namely sampling. Each element that makes up the population is given the same opportunity to be selected as a sample. The sample of this study was 105 employees respondents.

Work environment, training, and competence are independent variables in this study. The work environment (X₁) is everything around employees that affects them in carrying out their duties in the company. Indicators to measure work environment variables are lighting, temperature, noise, and spatial planning. Work training (X₂) is an activity designed by the company to help employees gain more skills and knowledge and apply them to the company. Indicators to measure work training are instructor/trainer qualifications, participant qualifications, training methods, and training objectives. Finally, work competence (X₃) is everything that characterizes employees inherent in employees, such as abilities, skills, and knowledge. Indicators to measure competence include understanding, knowledge, skills/ability.

The dependent variable is employee performance (Y₂), which the employee does and completes according to their responsibilities in their work as expected. Good performance will make an employee complete the company’s burden optimally and will undoubtedly increase the company’s productivity. The indicators used to measure employee performance are quality, quantity, timeliness, effectiveness, and commitment. In this study, the intervening variable is work satisfaction (Y₁), a pleasant feeling in an employee carrying out all their duties. Indicators to measure work satisfaction include the work itself, promotion opportunities, fairness in supervision, co-workers, and compensation.

Data testing in this study using Structural equations, Structural Equation Modeling (SEM) is a second-generation multivariate analysis technique that allows researchers to examine the relationship between complex variables, both recursive and non-recursive. It is used to obtain a comprehensive picture of the entire model. SEM is a statistical technique that can analyze the pattern of relationships between latent constructs and their indications, latent contracts with each other, and direct measurement errors.

RESULTS

Based on the gender of the 105 respondents, the majority were women, 93 or 89%. While the male gender is 12 or 11%, it can be concluded that the employees of the ATBM section of Female employees dominate PT. Asaputex Jaya because the weaving process requires accuracy, which is the nature of female employees. Respondents are in the range of 25-34 years or 38%, and the lowest is in the age range of 17-24 years or 25%. Therefore, in general, the employees of the ATBM PT. Asaputex Jaya has a reasonably mature age, which is in the range of 25-34 years. Based on the level of education, the majority were employees with elementary education, amounting to 52 people or 50%, and the rest was senior high school education with eight people or 7%. So, in general, the employees of the
ATBM section of PT. Asaputex Jaya has elementary education because most of those register to work at the ATBM section of PT. Asaputex Jaya is elementary school educated. Respondents with a working period of 6-10 years or 50% and the lowest are respondents with a tenure of >10 years or 4%. So, in general, the employees of the ATBM PT. Asaputex Jaya has a relatively experienced working period of 6-10 years.

Structural equation modeling analysis was used to determine the structural relationship between the variables studied. The structural relationship between the variables tested for conformity with the goodness-of-fit index. Based on Figure 2, the chi square value is 244,418 with a probability of 0.000<0.01, the RMSEA value is 0.059<0.08, the TLI value is 0.952>0.90, the CFI value is 0.959>0.90, the GFI value is 0.831<0.90 and the CMIN/DF value of 1,365<2 indicates that the suitability test of this model produces a good acceptance even though the probability, GFI and AGFI values are accepted marginally. Therefore, it can be concluded that the structure of the modeling analysis in this study can be carried out. The annotation of the image below is:

- LK : work environment ($X_1$)
- PEL : work training ($X_2$)
- KOM : work competence ($X_3$)
- KEP : work satisfaction ($Y_1$)
- KIN : employee performance ($Y_2$)

**Structural Equation Modelling**

![Structural Equation Modelling Diagram](source: AMOS processing results, 2020)

**Figure 2. Full Model Test Results**
Table 1. Validity test

| Source: AMOS processing results, 2020 |
|------------------------------|

Convergent validity can be used to determine whether each estimated indicator validly measures the dimensions of the concept being tested by seeing that each indicator has a critical ratio that is twice the standard error. The table above shows that all indicators produce an estimated value with critical error (CR), twice the standard error (SE). Thus it can be concluded that the indicator variable used is valid.
Table 2. Calculation of Construct Reality and Variance Extracted

| VARIABLE | STD. LOADING | STD. LOADING² | ERROR | CR   | VE   |
|----------|--------------|---------------|-------|------|------|
| LK       | X1           | 0.896         | 0.803 | 0.197| 0.878| 0.647|
|          | X2           | 0.887         | 0.787 | 0.213|      |      |
|          | X3           | 0.784         | 0.615 | 0.385|      |      |
|          | X4           | 0.618         | 0.382 | 0.618|      |      |
|          | TOTAL        | 3.185         | 2.586 | 1.414|      |      |
| PEL      | X5           | 0.848         | 0.719 | 0.281| 0.840| 0.570|
|          | X6           | 0.772         | 0.596 | 0.404|      |      |
|          | X7           | 0.743         | 0.552 | 0.448|      |      |
|          | X8           | 0.644         | 0.415 | 0.585|      |      |
|          | TOTAL        | 3.007         | 2.282 | 1.718|      |      |
| KOM      | X9           | 0.737         | 0.543 | 0.457| 0.759| 0.513|
|          | X10          | 0.716         | 0.513 | 0.487|      |      |
|          | X11          | 0.695         | 0.483 | 0.517|      |      |
|          | TOTAL        | 2.148         | 1.539 | 1.461|      |      |
| KEP      | X12          | 0.630         | 0.397 | 0.603| 0.918| 0.693|
|          | X13          | 0.846         | 0.716 | 0.284|      |      |
|          | X14          | 0.839         | 0.704 | 0.296|      |      |
|          | X15          | 0.912         | 0.832 | 0.168|      |      |
|          | X16          | 0.905         | 0.819 | 0.181|      |      |
|          | TOTAL        | 4.132         | 3.467 | 1.533|      |      |
| KIN      | X17          | 0.864         | 0.746 | 0.254| 0.946| 0.778|
|          | X18          | 0.883         | 0.780 | 0.220|      |      |
|          | X19          | 0.891         | 0.794 | 0.206|      |      |
|          | X20          | 0.877         | 0.769 | 0.231|      |      |
|          | X21          | 0.895         | 0.801 | 0.199|      |      |
|          | TOTAL        | 4.410         | 3.890 | 1.110|      |      |

Source: AMOS processing results, 2020

Table 3. Regression Weight Results

| Lable   | Estimate | S.E. | C.R.  | P       |
|---------|----------|------|-------|---------|
| KEP     | LIN      | .349 | .127  | 2.749   | .006    |
| KEP     | PEL      | .406 | .128  | 3.174   | .002    |
| KEP     | KOM      | -.059| .126  | -.465   | .642    |
| KIN     | KEP      | 1.346| .202  | 6.656   | ***     |
| KIN     | LIN      | -.213| .099  | -2.146  | .032    |
| KIN     | PEL      | .157 | .100  | 1.574   | .116    |
| KIN     | KOM      | .233 | .102  | 2.285   | .022    |

Source: AMOS processing results, 2020
The table above shows that the construct reliability value is above 0.70, which means that the instrument is reliable. Furthermore, the variance extracted value has exceeded the minimum cut-off value requirement of 0.05, which means that the indicators used as the observed variables above are relatively able to explain the endogenous variables it forms.

This study indicates that the work environment has a positive and significant effect on work satisfaction, as seen in the P (probability) value of 0.006 and an estimated value of 0.328. This result shows that a good work environment will affect employees’ satisfaction in the ATBM section of PT. Asaputex Jaya. In other words, if the work environment has good lighting in helping employees complete their work. Adequate air temperature to make employees comfortable at work. A tranquil workplace and good spatial arrangement provide comfort in working. Employees will have high work satisfaction.

This study indicates that work training has a positive and significant effect on work satisfaction, as seen in the P (probability) value of 0.002 and an estimated value of 0.416. This result shows that the better the training provided by the company, the higher the work satisfaction of the employees in the ATBM section of PT. Asaputex Jaya. In other words, if the company has trainers or instructors who can explain/deliver the training material well, employees participate actively in training; also, the training methods provided are following the needs of the work. From this training, if employees feel motivated to work better, employees will have high work satisfaction. This result shows that the employees in the ATBM section of PT. Asaputex Jaya is satisfied with the way the training material is delivered. The proper delivery of the material will make employees feel they understand what is being conveyed and feel more knowledgeable about their work. This result makes them feel satisfied with what they do.

This study indicates that competence does not significantly affect work satisfaction, as seen in the P (probability) value of 0.642 and an estimated value of -0.060. This result shows no influence of competence on employees’ satisfaction in the ATBM section of PT. Asaputex Jaya. Employees feel their satisfaction at work is less influenced by their knowledge and understanding. Other factors can cause employees to feel satisfied with their works, such as training and a good work environment. This study indicates that the work environment negatively affects employee performance, as seen in the P (probability) value of 0.32 and an estimated value of -0.132. This result shows that the work environment has a relatively small direct influence on performance because the magnitude of the effect is negative. This circumstance shows that employees prefer an excellent work environment to increase satisfaction to produce more optimal performance.

This study indicates that training has no significant effect on performance, as seen in the P (probability) value of 0.116 and an estimated value of 0.107. This result shows no direct effect of training on the performance of the employees of the ATBM section of PT. Asaputex Jaya. This study indicates competence has a positive and significant effect on employee performance, as seen in the P (probability) value of 0.022 and an estimated value of 0.158. This result shows that good competence will affect the employees’ performance in the ATBM section of PT. Asaputex Jaya. This study indicates that work satisfaction positively affects employee performance, as seen in the P (probability) value of 0.00 and an estimated value of 0.891. This result shows that the higher the work satisfaction of employees, the higher the employees’ performance.

DISCUSSION
The difference between this study and previous research is that the model of this study shows that the work environment (X1), work training (X2), and work competence (X3) variables can have a direct or indirect effect on employee performance (Y2). The indirect effect of the independent variable on the dependent variable is through the work satisfaction variable (Y1). Meanwhile, previous studies have not combined this kind of model.

The research findings on the influence of the work environment on work satisfaction explain that condition shows that the employees of the ATBM
section of PT. Asaputex Jaya feels that the lighting is enough to make them work comfortably because, in weaving, the employees need sufficient lighting to weave between threads 1 with other threads. In addition, employees must have total concentration. Therefore, lighting is no less important in helping them complete their work and increasing their work satisfaction. PT. Asaputex Jaya spatial arrangement in the ATBM section is considered less than optimal. The distance between one ATBM proves this statement, and nearby equipment is pretty close together, making employees less comfortable at work. Therefore, the company should make an optimal spatial arrangement to make employees more comfortable at work and thus impact their work satisfaction. The results of this study are in line with research conducted by Kurniawaty et al. (2019), Pawirosumarto et al. (2017), and Marshall et al. (2015), which states that the work environment has a positive and significant effect on work satisfaction. Therefore, it can be identified that the better, safer, and more comfortable the work environment will increase employee work satisfaction.

Research findings on the effect of job training on work satisfaction explain that even though the trainer provided by the company was able to convey the material well, the employees of the ATBM section of PT. Asaputex Jaya felt less motivated to work better after the training. Other things make employees more satisfied in their work, such as the work environment. The results of this study are in line with research conducted by Saprudin (2018), which states that work training has a positive and significant effect on work satisfaction. Therefore, it can be identified that the better and more frequent work training is, the more impact it will have on work satisfaction.

The research findings on the effect of work competence on work satisfaction explain that this result also means that competence has no significant effect on employee satisfaction. Therefore, the results state that the competence of employees is not able to increase satisfaction. This result proves that competence with understanding, knowledge, and ability indicators cannot increase employee satisfaction at PT. Asaputex Jaya ATBM Tegal City. This result is in line with the research conducted by Supiyanto (2015) and Sari (2013), which showed that competence had no significant effect on employee satisfaction.

Research findings on the effect of work environment on employee performance explain that the result is not in line with research conducted by Ingsih et al. (2021), Parashakti et al. (2020), Kamif et al. (2016), which states that the work environment has a positive and significant effect on employee performance.

The research findings on the effect of work training on employee performance explain that this result also shows that the employees of the ATBM section of PT. Asaputex Jaya feels that their performance is not directly affected by the delivery of good material by the trainer during the training. They feel that if during the work process there is a problem while weaving, they can overcome this problem by asking other co-workers. With these circumstances, employees feel that training does not directly affect their performance but indirectly through various things such as satisfaction. This result is in line with Mutmainah (2013), which concluded that training has no significant effect on employee performance.

The research findings on the effect of work competence on employee performance explain that if employees understand the tasks given by the company well, have sufficient knowledge about their field of work, and can solve problems that occur at work well, this will improve the performance of employees. This circumstance means that employees feel they understand the tasks given by the company so that their performance increases. Moreover, in solving problems that occur in their work, they can ask for help from other co-workers so that it is felt that employees are less able to improve their performance. In addition, the results of this study are in line with research conducted by Pramularso (2018) and Sholehatusya’dia (2017), which states that competence has a positive and significant effect on performance. Therefore, it can be identified that the better and line with the competence of employees with their field of work, it will positively impact and improve employee performance.
The research findings on the effect of work satisfaction on employee performance explain that, employee performance will increase if employees feel happy about the work they are doing, feel that the company’s promotions have been relatively applied, superiors have treated employees well, enjoy working with co-workers in harmony, and feel that the salary received is in the expected amount. This circumstance shows that co-workers strongly influence employees at work to improve their performance. If there is a problem between one employee and another, they will feel uncomfortable in the work process. Moreover, if employees feel an obstacle in their work, they will ask for help from other co-workers. Therefore the relationship between co-workers is very influential in improving the performance of employees in the ATBM section of PT. Asaputex Jaya; even though employees feel a lack of performance in doing their work. If the employee gets an appropriate salary, then over time, it will make the employee like the work and, of course, will improve their performance in the company. In addition, the results of this study are in line with research conducted by Ingsih et al. (2021) and Sudiardhita et al. (2018), which states that satisfaction has a positive and significant effect on employee performance. Therefore, it can be identified that the more satisfied employees are with their work, the more they will have increased work satisfaction.

The analysis shows that the work environment indirectly affects employee performance through work satisfaction as a mediating variable; therefore, a good, safe and comfortable work environment will increase employee satisfaction. As a result, increasing employee satisfaction will have an impact on increasing performance within the company. Based on these results, a work environment that has adequate facilities such as lighting that can support employees in completing tasks, a relatively comfortable air temperature for working, a safe and comfortable environment, and a spatial arrangement that can provide comfort in working have proven to increase satisfaction effectively and can also improve the performance of employees of the ATBM section of PT. Asaputex Jaya. Moreover, the results of this study are in line with research conducted by Sari (2013), which stated that the work environment has a positive and significant effect on employee performance through work satisfaction as mediation.

The analysis shows that work training indirectly affects employee performance through work satisfaction as a mediating variable; therefore, good work training will increase employee satisfaction; increasing employee satisfaction will increase their performance. Based on these results, a good training, good deliverance of material by the instructor is also done; employees participate actively in the implementation of training, the training methods provided by the company are following the needs of the work proven to be effective in increasing satisfaction and can also improve performance ATBM employees of PT. Asaputex Jaya. Other than that, the results of this study are in line with research conducted by Aruan and Fakhri (2015), which states that work training has a positive and significant effect on employee performance through work satisfaction as mediation.

CONCLUSIONS

Based on the explanation above, the conclusions are that the work environment, work training have a significant positive effect on work satisfaction. However, competence does not affect work satisfaction, and work satisfaction has a significant positive effect on employee performance. Future research suggests developing models to find even better findings, for example, by adding motivational variables, compensation, et cetera.

IMPLICATIONS

The implication of this research is the importance of companies paying attention to the work environment, work training, and work competence because this can increase employee job satisfaction, improving employee performance. That is an essential plan that the company must carry out to improve the company’s performance later.
LIMITATIONS
The limitation of this research is that the object of this research is an employee in a sarong weaving company, so the findings of this study cannot be generalized to other companies. That is because the conditions of employees from one company and another company are not the same.

RECOMMENDATIONS
The recommendation given from the findings of this study for future research is to develop more varied models to provide different research findings, such as adding work stress variables, work motivation, work discipline, and others.

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