

## The Effect of Job Satisfaction and Motivation for Fair Competition, Moderated by Work Environment, On Employee Performance at The Manpower and Transmigration Office of Lamandau Regency

Miftahur Rahmah <sup>1)</sup> & Ir Juni Gultom <sup>2)</sup>

<sup>1)</sup> Faculty of Economic, Universitas Islam Sultan Agung (UNISSULA) Semarang, Indonesia, E-mail: [miftahurrahmah.std@unissula.ac.id](mailto:miftahurrahmah.std@unissula.ac.id)

<sup>2)</sup> Faculty of Economic, Universitas Islam Sultan Agung (UNISSULA) Semarang, Indonesia, E-mail: [irjunigultom@unissula.ac.id](mailto:irjunigultom@unissula.ac.id)

**Abstract.** *Employee performance is a work outcome influenced by various factors such as job satisfaction, motivation, and work environment. This study aims to analyze the effect of job satisfaction and healthy competitive motivation on employee performance, as well as examine the moderating role of the work environment at the Department of Manpower and Transmigration of Lamandau Regency. This research employed a quantitative approach using a total sampling technique with 40 respondents. Data were collected through a Likert-scale questionnaire and analyzed using the Partial Least Square (PLS) method. The results showed that job satisfaction has a positive and significant effect on employee performance ( $p = 0.019$ ), while healthy competitive motivation and its interaction with the work environment do not have a significant effect ( $p > 0.05$ ). These findings indicate that job satisfaction is a key factor in improving employee performance. Therefore, organizations are advised to pay attention to aspects of job satisfaction such as compensation, work relationships, and trust from superiors. Meanwhile, strategies to enhance healthy competitive motivation need to be re-evaluated to ensure their relevance to the existing work environment context.*

**Keywords:** *Employee Performance; Healthy Competitive Motivation; Job Satisfaction; Work Environment.*

### 1. Introduction

Global competition has begun, with each country preparing a variety of products, technologies, and qualified human resources to compete with other countries. Every organization will develop the best strategy to compete, particularly in improving human resource quality, as employees are a crucial resource for an organization or company in achieving its goals. Therefore, the quality of human resources, including their soft skills, must be considered.

Employee job satisfaction factors in an organization are very important. Employees who have a good level of job satisfaction will work diligently and innovatively or behave positively towards their work, and conversely for employees with a low level of job satisfaction, employee work performance is low and will even behave negatively towards their work such as feeling lazy, being undisciplined in work, and others, of course this will affect the organization's goals. For this reason, organizations or companies need to pay attention to the issue of job satisfaction so that the organization's survival can be maintained. Internal and external satisfaction are things that need to be a concern for organizations or companies so that the level of employee satisfaction in the company or organization will be known.

Job satisfaction is significantly influenced by numerous factors, both internal and external to the employee. Beyond job satisfaction, the work environment also plays a crucial role in supporting employee performance. A conducive work environment, both physically and psychologically, can provide employees with the comfort they need to perform optimally. A clean, safe, and organized workspace, coupled with good interpersonal relationships, creates a positive work atmosphere and impacts employee productivity.

Work motivation is the third factor that is no less important in improving employee performance. Work motivation reflects the drive or An internal desire that drives someone to perform better and achieve desired results. Highly motivated employees tend to have initiative, enthusiasm, and strong determination in achieving the targets set by the organization.

Arifah (2024) found that work motivation and job satisfaction have a positive and significant influence on employee performance. The relationship between motivation, job satisfaction, and performance is a central issue in human resource management, where these three factors are interrelated and contribute significantly to achieving optimal results in an organization. Highly motivated employees are typically more enthusiastic, take initiative, and strive for optimal performance. This motivation can stem from internal factors, such as the need for appreciation and recognition, as well as external factors, such as compensation and working conditions. Job satisfaction reflects an employee's level of satisfaction with their job, including aspects such as wages, relationships with colleagues, the work environment, and opportunities for personal development.

However, this study did not include work environment variables as a possible factor influencing employee performance. Therefore, I am interested in addressing this gap in my research by adding work environment variables for further investigation. This study will examine whether the work environment also has a significant influence on performance, furthering our understanding of the important factors that can support employee productivity.

This research is important to examine the influence of job satisfaction, work environment, and motivation on employee performance at the Lamandau Regency Manpower and Transmigration Office. Through this research, it is hoped that empirical data will be found that show the extent to which these factors influence employee performance, as well as

provide useful recommendations for management in designing more effective employee performance improvement strategies. These findings are expected to serve as a reference for related agencies in optimally managing human resources, in order to achieve organizational goals and improve services to the public.

## **2. Research Methods**

This research is a quantitative study with a correlational research design that will be analyzed using the Pearson Correlation Coefficient (Pearson Product Moment). Quantitative research according to (Sugiyono, 2012) is research based on the philosophy of positivism, which is used to examine a specific population or sample. Gravetter and Forzano (2009), state that quantitative research aims to demonstrate the existence of a relationship between two variables.

## **3. Results and Discussion**

### **3.1. Respondent Description**

#### **a. Gender**

The gender of the Lamandau Regency Manpower and Transmigration Office is 18 men with a percentage of 55% and 22 women with a percentage of 45%. According to Saleh's research (2023), men and women have the same behavior in completing work, but men and women have different abilities in completing work that is considered difficult.

#### **b. Age**

It is known that the age of the employees of the Lamandau Regency Manpower and Transmigration Office is 18 people, or 45% of the total respondents, are in the age group ≤ 35 years. Furthermore, there are 13 respondents aged 41–50 years, or 32.5%. Meanwhile, 5 people, or 12.5%, are in the age group 36–40 years, and only 4 people, or 10%, are aged ≥ 51 years. This indicates that the majority of respondents are in the early productive age group, namely under 35 years old. According to Kamelia's research (2022), age can affect performance because more senior members have more experience and can make decisions more easily, but with current technological advances, older members have less knowledge.

#### **c. Education**

The distribution of respondents' education levels, it is known that the majority of respondents had a Bachelor's degree (S1) of 23 people, or 57.5% of the total respondents. Nine respondents, or 22.5%, had a high school/vocational school or equivalent education, while five respondents, or 12.5%, had a postgraduate degree (S2). Furthermore, there were two people or 5% had a Diploma III (D3) degree, and only 1 person, or 2.5%, had a Postgraduate (S3) degree. This indicates that the majority of respondents had completed higher education, particularly at the Bachelor's level. According to research by Rahmat (2023), an employee's educational level can increase competitiveness and improve performance quality.

#### d. Work experience

The distribution of respondents' work experience, it is known that the majority of respondents have 3–9 years of work experience, namely 13 people or 32.5% of the total respondents. Twelve people or 30% have 10–15 years of work experience, and 11 people or 27.5% have  $\geq 16$  years of work experience. Meanwhile, respondents with work experience 0–2 years, 4 people or 10%. These data indicate that the majority of respondents have quite extensive work experience, namely more than 3 years, which indicates a relatively good level of maturity and work skills (Paramarta, 2019).

#### e. R Square test data

**Table R Square Test**

Vvariable	R Square	R Square Adjusted
KEMPLOYEE PERFORMANCE	0.887	0.8

Source: Processing of questionnaire data from the Department of Manpower and Transmigration Lamandau Regency, 2025.

The R square value for the Performance variable is 0.887, with an Adjusted R square of 0.874. This means that approximately 89.9% of the variation in the Performance variable can be explained by the independent variables in the research model. A high R<sup>2</sup> value (more than 0.70) indicates that the model has strong predictive power for the Performance variable. (Priyani Ani, 2020).

#### f. Construct Reability and Validity Values

##### Construct Reability and Validity data values

Based on, it can be concluded that all constructs in this research model have met the criteria for reliability and convergent validity. Internal reliability indicators can be seen from the Cronbach's Alpha, rho\_A, and Composite Reliability values, where all constructs show values above the recommended minimum limit, which is 0.70. The Job Satisfaction construct has a Cronbach's Alpha value of 0.909, rho\_A of 0.915, and Composite Reliability of 0.929, which indicates excellent reliability. The Employee Performance construct also shows high reliability with a Cronbach's Alpha of 0.891 and Composite Reliability of 0.920. The Work Environment construct shows good internal consistency with a Cronbach's Alpha of 0.898 and a Composite Reliability of 0.926. The Competitive Motivation construct shows a perfect score on all reliability indicators (1.000), indicating that all indicators in the construct are highly consistent. The Moderating X Environment construct also meets the reliability criteria with a Cronbach's Alpha of 0.868 and a Composite Reliability of 0.900. Thus, all constructs in the model have been proven reliable and valid, allowing for further testing such as path analysis or hypothesis testing in this study. These results indicate that the questionnaire instrument used to measure the variables in The research has high consistency and accuracy in measuring the intended construct. (Utami RA and Kussudyarsana, 2024).

### 3.1.1. Table Hypothesis Test Table

#### a. Job Satisfaction Influences Performance

Based on the test results, the t-statistic value is 2.356 and the p-value is 0.019, which is less than 0.05, means hypothesis H1 is accepted. This means that job satisfaction has a positive and significant influence on employee performance. The higher the level of job satisfaction experienced by employees, the better their performance will be.

#### b. Healthy competitive motivation influences performance

The test results showed that the t-statistic was only 0.385 and the p-value was 0.700, far above the 0.05 significance level. Thus, hypothesis H2 was rejected, meaning that healthy competitive work motivation did not significantly influence employee performance in the context of this study.

#### c. Healthy Living Motivation is moderated by the Environment and has an influence on Performance

The test results show that the t-statistic value is 1.393 and the p-value is 0.164, which is also greater than 0.05. Therefore, hypothesis H3 is rejected, meaning The work environment did not significantly moderate the relationship between healthy competitive work motivation and employee performance. In other words, although a good work environment is important, this study did not prove to strengthen the influence of competitive motivation on performance.

### 3.2. Job Satisfaction Influences Performance

The results of the hypothesis test in Table 4.8 show that job satisfaction influences employee performance at the Lamandau Regency Manpower and Transmigration Office. This means that the higher the level of job satisfaction felt by employees, the higher the level of performance they produce. Job satisfaction encompasses various aspects such as a comfortable work environment, good relationships with colleagues and superiors, a sense of appreciation, and the suitability of work to employees' personal expectations. Satisfied employees tend to work with more enthusiasm, responsibility, and commitment to their duties.

This finding strengthens the results of research by Abadi (2024) which states that job satisfaction has a strong relationship with increased productivity and employee morale, as well as research by Sugianto (2024) which shows that job satisfaction is one of the key factors in forming optimal performance in the public service sector.

Since job satisfaction has been shown to have a positive impact on performance, management is advised to:

- a. Improve employee welfare through a fair reward system.
- b. Provide constructive feedback and recognition of work achievements.
- c. Creating open communication between superiors and subordinates.



### **3.2.1. Healthy competitive work motivation influences performance**

From the results of hypothesis table 4.8, it can be seen that healthy competitive work motivation does not influence the performance of Manpower and Transmigration Department employees in Lamandau Regency because:

#### **a. Lack of competition-based rules or rewards**

While gadgets may foster a competitive spirit, without formal mechanisms such as recognized achievements, individual rewards, or concrete challenges, this motivation doesn't truly drive performance change. Research at the Central Sulawesi Provincial Health Office shows that motivation alone is not enough; work discipline plays a key role (Kumaladewi, Sakung, and Yusuf 2017).

#### **b. Leadership Style**

Leadership also influences motivation to compete, so employees are not motivated because there is no encouragement or enthusiasm from the leadership (Kumar, Tewal, and Roring 2021).

#### **c. Other mediator needs such as discipline or compensation**

Agustini (2024) noted that the effectiveness of motivation on performance requires a mediator in the form of work discipline (Kerja, 2024).

Although healthy competitive work motivation has not shown a significant influence, the following approaches can increase its impact:

#### **a. Facilitate competitions that encourage collaboration, not destructive competition.**

#### **b. Hold team-based, not just individual, reward programs.**

#### **c. Provide soft skills training such as effective communication, empathy, and cooperation.**

### **3.2.2. Motivation for healthy competition moderated by the work environment has an impact on performance**

From the results of hypothesis table 4.8, the motivation for healthy competitive work moderated by the work environment does not affect the performance of employees of the Manpower and Transmigration Service in Lamandau Regency because:

#### **a. A stable work environment without structural support is not enough to form strong synergy.**

The Department's work environment does not sufficiently create conditions in which competitive motivation can be strengthened into tangible performance improvements. This aligns with Kristiana's (2017) research, which found that while communication and the work environment influence performance, motivation is unable to significantly moderate the relationship between environment and performance.

#### **b. Moderation requires supporting structural variables (incentives, leadership roles)**

Elizon & Yusuf's (2024) research actually found that the work environment can moderate the relationship between motivation and performance, but only if there are systematic

reward mechanisms and an active leadership style. Without both, the moderating effect is insignificant.

c. Competitive motivation is individual, while the institutional environment tends to be collective and bureaucratic.

In a government context, competitive motivation often clashes with a collegial culture and bureaucratic processes—where promotions and rewards depend not only on performance but also on seniority and regulations. This weakens the effect of the motivation × environment interaction on performance output. (Jufrizen and Rahmadhani, 2020)

The work environment has not yet succeeded in strengthening the relationship between work motivation, competition, and performance. Therefore:

- a. Improve physical comfort (lighting, cleanliness, ergonomics of the workspace).
- b. Build a positive psychological environment through group activities such as office outings, morning exercise, or inter-departmental discussion forums, and family gatherings.
- c. Form cross-divisional teams to create togetherness and mutual understanding among employees.

#### 4. Conclusion

Based on the results of the hypothesis test, the 3 hypotheses in this study can be accepted, as follows: 1. Satisfaction has a positive and significant impact on employee performance. This shows that satisfaction provides a strong contribution to the performance of the Lamandau Regency Manpower and Transmigration Service Employees. 2. Healthy Competitive Work Motivation does not affect Employee Performance. This shows that Healthy Competitive Work Motivation does not have a significant influence on the Performance of Employees at the Manpower and Transmigration Service of Lamandau Regency. 3 Healthy competitive work motivation, moderated by the work environment, does not significantly impact performance. This means that healthy competitive work motivation, moderated by the work environment, does not significantly contribute to the performance of employees at the Lamandau Regency Manpower and Transmigration Office.

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