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The Influence of Competence, Motivation, Self-Efficacy and Compensation on Job Satisfaction and Employee Performance

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Abstract: This research aims to examine the influence of competence, motivation, self-efficacy, and fulfillment on employee performance which is mediated by job satisfaction. The research method uses a literature review study. Descriptive qualitative research methodology was used in this research. The data used in this research comes from previous research which is still relevant to the current investigation. Data was collected from leading academic online platforms, including Publish or Perish, Google Scholar, digital reference books, and Sprott journals. The findings of this research are as follows: 1) competence influences employee performance; 2) motivation influences employee performance; and 3) self-efficacy influences employee performance; 4) compensation affects employee performance; 5) job satisfaction influences employee performance.

Keyword: Employee Performance, Job Satisfaction, Competency, Motivation, Self-Efficacy, Compensation

INTRODUCTION

Organisations must comprehend the elements influencing worker performance and happiness in a dynamic and competitive workplace. Key components that are crucial to creating a productive work environment and inspiring people to give their all include competence, motivation, self-efficacy, and pay. Extensive investigation into the interplay of these variables can yield significant knowledge for human resource management decision-makers. Prior to anything else, it is crucial to comprehend the idea behind each of the factors that will be covered. The term "competence" describes a person's aptitude for performing their job effectively, including their knowledge, skills, and talents. These elements include the knowledge of the work, the technical know-how, and the people skills required to be successful in a given function. Motivation is the inner need that propels someone to take action and accomplish their objectives. This may originate from a number of things, including individual accomplishments, professional goals, or personal needs. Self-efficacy is the conviction that one can succeed in a specific circumstance. It expresses how confident a person is in their capacity to overcome obstacles and accomplish desired results. Last but not least, remuneration

describes the monetary and non-monetary benefits that staff members receive in appreciation for their performance and services to the company.

Prior research has emphasised the significance of every one of these elements in determining how employees perceive their workplaces. Employee performance and job happiness can both rise when they feel competent to accomplish their jobs, which is made possible by strong competences. Employees with high motivation are driven to put in more effort and do better work. Employees with high self-efficacy feel competent to take on obstacles and finish projects on time. In the meanwhile, providing just and sufficient compensation can serve as a powerful incentive and lower staff turnover and unhappiness. But it's crucial to keep in mind that these elements are connected to one another and have an impact on one another. For instance, a person's drive to accomplish more might be influenced by their level of skill. Similar to this, having a high sense of self-efficacy might help someone perform well and get paid more. Therefore, a comprehensive approach to research is required to properly understand how these aspects interact and influence one another.

The relationship between employee performance, work satisfaction, remuneration, motivation, self-efficacy, and competence has been investigated through empirical study. According to one study, competency and work performance are positively correlated, with more competent people typically producing better work products. Research indicates that elevated motivation levels might enhance job satisfaction and boost worker productivity, since intrinsically motivated workers typically exhibit greater dedication and enthusiasm towards their work. Furthermore, studies demonstrate how crucial self-efficacy is in determining worker performance and job happiness. Workers that are very confident in their capacity to succeed are typically more driven and more adept at overcoming obstacles in the workplace. Because they feel accomplished and capable of overcoming any challenges, this can improve their performance and boost job satisfaction.

The influence of pay on worker performance and job satisfaction is equally significant. Pay that is both fair and sufficient has the power to inspire workers to put in more effort and produce better work. In addition, by recognising an employee's performance and contribution to the company, a competitive salary can help boost job happiness. But it's crucial to keep in mind that these elements interact and have an impact on one another rather than being in isolation. Employee motivation and self-efficacy, for instance, may decline if they perceive themselves as less competent in their roles, which may have an effect on how well they perform. Similarly, workers who are unhappy with their pay could be less driven and satisfied with their jobs. Therefore, when developing procedures and policies that can raise worker productivity and job satisfaction, human resource management must take these elements into account from a holistic standpoint. This can involve funding the training and development of employees to increase their skills, establishing a positive and encouraging work environment, making sure that there is an equitable system for rewards and recognition, and making sure that pay is commensurate with the work and contributions of the employees.

Furthermore, to learn more about how these elements interact and how their influence may alter over time, it is crucial to carry out research and evaluations in the future. This can assist businesses in enhancing their HR procedures on a constant basis and in giving workers a fulfilling and productive work environment. Thus, fulfilling organisational goals and enhancing employee welfare require an understanding of the effects of competence, motivation, self-efficacy, and compensation on job satisfaction and employee performance.

Based on the background of the problem above, the problem formulation is determined as follows: 1) Does Competency influence job satisfaction?; 2) Does motivation influence job satisfaction?; 3) Does Self-Efficacy influence Job Satisfaction?; 4) Does compensation affect job satisfaction?; 5) Does competency influence employee performance?; 6) Does motivation influence employee performance?; 7) Does Self-Efficacy influence employee performance?;

8) Does compensation affect employee performance?; and 9) Does job satisfaction affect employee performance?.

METHOD

Literature Review Essays are written using Library Research and Systematic Literature Review (SLR) techniques. These methods were evaluated qualitatively and are available on academic web sources such as Mendeley and Google Scholar. A systematic literature review, or SLR, is the process of finding, assessing, and analyzing all accessible research data with the aim of addressing a specific research problem. In qualitative analysis, the literature review must be applied consistently with methodological assumptions. The exploratory nature of the research served as the main justification for conducting qualitative analysis, (Ali, H., & Limakrisna, 2013)

RESULTS AND DISCUSSION

Employee Performance

In the context of human resource management, employee performance is a significant and intricate subject. Employee performance generally refers to the degree of accomplishment or output that a person produces when performing their job in compliance with the standards and expectations established by the company. But the concept of employee performance encompasses more than just the outcome or quantifiable output; it also takes into account the actions and procedures that result in these outcomes. In this instance, employee performance encompasses both the outcome and the process of achieving it. As a result, employee performance is a multifaceted term that encompasses interactions with external influences, attainment of goals and targets, quality of work outcomes, work processes, and contributing to organisational goals and values. Achieving long-term success for any organisation requires a significant challenge in understanding and controlling staff performance (Sawitri et al., 2023).

Indicators contained in employee performance include: 1) Productivity is the measure of an employee's effectiveness and efficiency in completing duties as assigned or producing output. The quantity of items produced, projects finished, or tasks carried out in a specific amount of time can all be used to describe this signal; 2) Work Quality: The degree of precision, dependability, and client satisfaction with an employee's work is referred to as work quality. These indicators can be quantified by surveys or feedback, and they include error rates, product returns, and customer satisfaction levels; 3) Initiative and Creativity: Initiative and creativity gauge how well an individual can come up with fresh concepts, come up with innovative solutions, or support innovation in the workplace. This measure can be observed by involvement in novel ventures, concepts put forth, or newly created goods; and 4) Teamwork: Teamwork evaluates an employee's capacity to cooperate with colleagues or other team members in order to accomplish a shared objective. Participation in group conversations, assistance to peers, and the capacity to settle disputes or issues within the team are some examples of these markers (AR et al., 2022).

Employee performance has been studied by several researchers, among others: (F. Saputra, Masyrroh, et al., 2023), (Susanto, Sawitri, et al., 2023), (Saktisyahputra & Susanto, 2022), (Susanto, Soehaditama, Febrian, et al., 2023).

Job Satisfaction

In the context of human resource management, job satisfaction which relates to an individual's degree of psychological, emotional, and contentment with their work is a crucial term. It involves an individual's subjective assessment of specific elements of their employment, such as the working atmosphere, connections with coworkers, chances for professional advancement, and recognition for their achievements. Work satisfaction directly

affects both individual and organisational performance overall and is crucial for enhancing employees' psychological health and motivation. All things considered, job satisfaction is a crucial idea in the context of human resource management since it indicates how content, happy, and psychologically satisfied a person is with their work. It includes things like the actual work, the working atmosphere and connections between coworkers, chances for personal development, and acknowledging and rewarding individual accomplishments. In order to create a productive, inspiring, and fulfilling work environment, every organisation faces a significant problem in understanding and managing employee job satisfaction (Susanto, Syailendra, et al., 2023).

Indicators contained in job satisfaction include: 1) Workplace Satisfaction: This indicator gauges how satisfied employees are with the physical aspects of their workplace, including amenities, comfort, cleanliness, and safety. These elements are frequently included in studies of job satisfaction; 2) Satisfaction with Leadership and Management: This metric measures how content workers are with the procedures, guidelines, and leadership philosophies that have been put in place by their managers or superiors. This includes elements like equity, openness, and supervisor support; and 3) Workplace Interpersonal Relationship Satisfaction: This indicator gauges how satisfied employees are with their relationships with coworkers, managers, and teams at work. To assess this factor, questions concerning collaboration, assistance, and communication are frequently asked (Susanto, Sawitri, et al., 2023).

Job satisfaction has been studied by several researchers, among others: (Sudiantini & Saputra, 2022), (Putri et al., 2023), (Susanto, Sawitri, et al., 2023).

Competency

In the context of human resource management, competence which is defined as the set of abilities, behaviours, attitudes, and knowledge that a person possesses to successfully perform his or her duties is a crucial notion. It covers a range of topics that help someone perform their job effectively and efficiently and meaningfully contribute to the organization's goals and objectives. The concept of competency encompasses more than just technical knowledge; it also takes into account things like the capacity for critical thought, organisational cultural awareness, interpersonal skills, and change adaptation. In the context of human resource management, competency which encompasses the knowledge, abilities, attitudes, and behaviour needed to successfully do specific tasks is a very essential notion. This encompasses things like industry or work-related knowledge and comprehension, the requisite technical and practical abilities, cooperative and collaborative attitudes and behaviours, and the capacity for change adaptation. One crucial component of human resource management that can assist businesses in more successfully achieving their goals and objectives is the development and management of employee competencies (Susanto, Sawitri, et al., 2024).

Indicators contained in competency include: 1) Knowledge: This indicator assesses a person's comprehension and familiarity with ideas, theories, and concepts related to a specific industry or line of employment. Test scores, certificates, or assessments of knowledge pertinent to the position can be used to demonstrate this; 2) Technical Skills: Individuals' practical talents or technical skills in performing specific activities are reflected in this indicator. This includes abilities like using particular software, equipment, or technology that are required to do the task properly; 3) Interpersonal Skills: This metric assesses a person's capacity for productive interpersonal interaction and communication. This covers abilities including leadership, teamwork, negotiation, and verbal and nonverbal communication; and 4) Analytical Ability: This measure shows how well a person can examine data, recognise issues, and come up with workable answers. This covers data analysis, decision evaluation, and critical thinking abilities.

Competencies have been studied by several researchers, among others: (Susanto, Sawitri, et al., 2024), (V. N. Sari & Ali, 2019), (Gunawan et al., 2022).

Motivation

An inner force known as motivation propels a person to act, behave, and accomplish specific objectives. It is a psychological urge that pushes people to go for particular requirements, objectives, or passions. Psychological, cognitive, and emotional elements that affect a person's behaviour in the workplace, in the classroom, or in personal life are all included in the concept of motivation. One of the most important elements in influencing someone's performance, productivity, and likelihood of success in reaching their objectives is motivation. In general, motivation is an inner energy that propels an individual to take action and fulfil specific objectives. It includes the psychological, cognitive, and emotional forces that shape an individual's conduct. Basic needs, dreams, aspirations, beliefs about one's chances of success, and outside environmental influences all serve as sources of motivation. An important component of human resource management that can assist businesses in more effectively and efficiently achieving their goals is comprehending and controlling employee motivation (F. Saputra, Mahaputra, et al., 2023).

Indicators contained in motivation include: 1) Self-Confidence: This measure expresses how confident a person is in their own capacity to overcome obstacles or realise objectives. This is demonstrated by proactive behaviour, self-assured expression, and constructive problem-solving and obstacle-overcoming; 2) Level of Resilience and Perseverance: This indicator assesses a person's capacity to persevere in the face of setbacks or disappointments when trying to accomplish their objectives. This entails being prepared to try again, grow from setbacks, and persevere in the face of difficulties; 3) Level of Interest and Enthusiasm: This metric expresses how much people are interested in, passionate about, or enthusiastic about the work or activities they do. One can discern this by observing the way one speaks, looks, or engages in specific activities; and 4) Acceptance of Challenges: This indicator assesses a person's readiness to take chances or take on novel or challenging tasks. This entails being willing to try new things, be open to learning from them, and not be scared to push yourself outside your comfort zone (R. Putra & Ali, 2022).

Motivation has been studied by several researchers, among others: (F. Saputra, 2021), (Mahaputra & Saputra, 2021), (R. Putra & Ali, 2022).

Self-Efficacy

Self-efficacy is the conviction that one can successfully navigate obstacles, accomplish objectives, and finish activities in a variety of real-world circumstances. This idea centres on a person's subjective conviction that they can successfully complete activities or overcome obstacles or get the intended results. An individual's motivation, behaviour, and accomplishments in a variety of spheres of life, including as education, employment, health, and interpersonal relationships, are significantly influenced by their level of self-efficacy. In general, self-efficacy refers to a person's belief or confidence in their own capacity to successfully navigate obstacles, accomplish objectives, and finish activities in a variety of real-world circumstances. It entails having faith in one's capacity to overcome challenges, accomplish objectives, and have an impact on the results of decisions or actions. Comprehending and regulating one's own self-efficacy is a crucial component of personal growth and overall wellness, as it can impact drive, conduct, and accomplishment in diverse spheres of life (Sjarifudin, Kurnia, & Barita tambunan Maniur, 2023).

Indicators contained in self-efficacy include: 1) Self-Confidence in Ability: This indication shows how confident a person is in their capacity to carry out a task or reach a specific objective. The degree of self-assurance in handling difficult situations, coming to decisions, or doing intricate activities can be used to gauge this; 2) Resilience to Failure: This indicator assesses how resilient people are to setbacks and setbacks in the face of setbacks or

challenges to reaching their objectives. This entails having the capacity to grow from mistakes, look for different approaches, and persevere in the face of difficulties; 3) Level of Dedication and Commitment: This measure shows how dedicated and committed a person is to the objectives or tasks they are faced with. This is demonstrated by a person's constancy, tenacity, and tenacity in pursuing their objectives in the face of difficulties or setbacks; dan 4) Ability to Plan and Organise: This indicator assesses a person's capacity for efficient planning, organisation, and management of their time, resources, and tasks. This involves having the capacity to formulate plans of action, establish priorities, and make doable timetables for reaching objectives (Fu'adah et al., 2023).

Self-Efficacy has been studied by several researchers, among others: (Susanto, Setiawan, et al., 2024), (Sjarifudin, Kurnia, & Barita tambunan Maniur, 2023), (Fu'adah et al., 2023).

Compensation

Compensation encompasses all benefits or payments made to staff members in exchange for their labour or services rendered to a company. Salaries, allowances, incentives, bonuses, and other advantages that employees receive in exchange for their services to the company are only a few of the components that make up the idea of compensation. In addition to financial considerations, compensation also includes non-financial components like job satisfaction, recognition, and appreciation that can affect worker motivation and output. In general, compensation refers to any benefits or payments made to workers in exchange for their labour or services rendered to an organisation. Salary, benefits, incentives, and extras intended to improve worker happiness, drive, and output are just a few of the many components that make up compensation. An important component of human resource management is understanding and overseeing an efficient pay plan, which may help businesses better attract, retain, and inspire their current workforce and accomplish their goals and objectives (Susanto, 2022).

Indicators contained in compensation include: 1) Internal Equity: This metric assesses how equitable and equal compensation is for all workers inside the company. This covers minimum wage levels, salary discrepancies between employees with equivalent experience or qualifications, and salary comparisons between comparable positions; 2) The external equity indicator assesses how closely an organization's salary and compensation are aligned with industry and market norms. Salary surveys, compensation benchmarking study, and comparing an organization's salaries to industry averages are all part of this process; 3) Salary and perks Equilibrium: This metric assesses how well an employee's base pay is distributed in relation to any additional perks or allowances that are included in their compensation package. This comprises a comparison of the monetary and non-monetary components of the employee rewards; and 4) Restitution Transparency: The degree of communication and transparency in an organization's pay scheme is reflected in this metric. This entails being transparent about the pay scale, evaluation standards, and employee compensation rules (Hermawan, 2021).

Compensation has been studied by several researchers, among others: (Riyanto et al., 2017), (Susanto, 2022), (Hermawan, 2021).

Previous Research

Reviewing related publications as a basis for formulating research hypotheses by describing previous research findings, highlighting similarities and differences with the research proposal, as depicted in table 1 below:

Tabel 1. Relevant Previous Research Results

No	Author (Year)	Research Results	Similarities with this article	Differences with this article	Basic Hypothesis
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1.	(Sulistya & Adi, 2021)	Employee competency and motivation influence job satisfaction and employee performance	The influence of competence on job satisfaction	The influence of motivation on employee performance	H1
2.	(Susanto, Sawitri, et al., 2023)	Motivation, career path and employee involvement influence employee performance and job satisfaction	The influence of motivation on job satisfaction	The influence of career paths and employee involvement on employee performance	H2
3.	(Salangka & Dotulong, 2015)	Self-efficacy, self-esteem and work environment influence employee job satisfaction	The influence of self-efficacy on job satisfaction	The influence of esteem and work environment on job satisfaction	H3
4.	(Azhar et al., 2020)	Work discipline and compensation influence employee job satisfaction	The effect of compensation on employee job satisfaction	The influence of work discipline on employee job satisfaction	H4
5.	(Syahputra & Tanjung, 2020)	Competency, training and career development influence employee performance	The influence of competency on employee performance	The influence of training and career development on employee performance	H5
6.	(M. R. Putra et al., 2020)	The work environment, organizational culture and compensation influence employee motivation and performance	The effect of compensation on employee performance	The influence of the work environment and organizational culture on employee performance	H6
7.	(Sjarifudin, Kurnia, & Barita tambunan Maniur, 2023)	Self-efficacy and work motivation influence work discipline and employee performance	The influence of self-efficacy on employee performance	The influence of work motivation on work discipline	H7
8.	(R. Putra et al., 2021)	Leadership style, compensation and work discipline influence employee performance	The effect of compensation on employee performance	The influence of leadership style and work discipline on employee performance	H8
9.	(Pusparani et al., 2021)	The work environment and job satisfaction influence organizational commitment and employee performance	The influence of job satisfaction on employee performance	The influence of the work environment on organizational commitment	H9

DISCUSSION

Based on the problem formulation and relevant previous research, the discussion in this article is:

1. The Influence of Competency on Job Satisfaction

Within the framework of the contemporary work environment, the impact of competencies knowledge, technical skills, interpersonal skills, and analytical abilities on job satisfaction which encompasses workplace satisfaction, satisfaction with management leadership, and satisfaction with interpersonal relationships is highly significant. First, having a thorough understanding of the industry and job one works in can boost job satisfaction by giving one a sense of accomplishment and acknowledgment for completing assigned

responsibilities. Workers who believe they are experts in their industry typically have higher job satisfaction because they believe they make a major contribution to the company's success.

Second, having strong technical abilities contributes significantly to increased job satisfaction. Strong technical skills make an employee feel more confidence in their ability to do jobs quickly and effectively. Task completion proficiency can raise job satisfaction and feelings of accomplishment. Furthermore, having excellent technical abilities might make it easier for staff members to overcome obstacles at work, which can improve their job happiness. Additionally, having strong interpersonal skills enhances job happiness. Workers who are good at interacting with customers, superiors, and other employees are often happier in their workplaces. Proficiency in interpersonal communication, teamwork, and conflict resolution can foster a favourable and encouraging work atmosphere, leading to a higher level of job satisfaction.

Finally, a strong analytical aptitude may also have an impact on job satisfaction. Workers that possess strong information analysis and decision-making skills typically exhibit greater confidence in their positions. Employees may feel more productive at work and, thus, more content with their careers if they can solve issues logically and methodically. All things considered, job happiness is significantly shaped by capabilities, which include knowledge, technical proficiency, interpersonal skills, and analytical aptitude. Workers who are confident in their abilities, possess the required knowledge, get along well with colleagues, and have good information analysis skills are typically happier in their workplaces. Thus, in order to improve job satisfaction and general well-being in the workplace, organisations should try to help people develop and maintain these competencies.

Competence influences job satisfaction, this is in line with research conducted by: (Susanto, Sawitri, et al., 2024), (V. N. Sari & Ali, 2019), (Gunawan et al., 2022).

2. The Influence of Motivation on Job Satisfaction

A productive and fulfilling work environment is greatly influenced by motivation, which includes traits like self-assurance, tenacity and resilience, interest level, and acceptance of challenges. Motivation also has an impact on job satisfaction, which includes workplace satisfaction, leadership satisfaction with management, and interpersonal relationship satisfaction. First, one of the main components of a higher level of job satisfaction is self-confidence. Strong self-confidence in one's own potential and ability helps employees overcome obstacles and accomplish goals with greater effectiveness, which contributes to increased job satisfaction.

Additionally, a strong sense of endurance and resilience is crucial for raising job satisfaction. Workers with a high degree of resilience are more able to withstand pressure and difficulties at work because they can recover from setbacks or difficulties. Sustaining one's will and perseverance in the face of difficulty can boost one's sense of overall job satisfaction and create a rewarding sense of accomplishment. Moreover, the degree of enthusiasm for one's job also affects job satisfaction. Workers that are enthusiastic and involved in their work are typically happier in their workplaces. Excessive interest in the work being done can boost intrinsic motivation and a feeling of achievement, which raises job satisfaction.

And last, embracing challenges has an effect on job satisfaction. Workers who view obstacles as chances to develop and learn are typically happier in their positions. Employees who approach obstacles with positivity might enhance their performance and gain new abilities, which boosts job satisfaction. In general, motivation which encompasses self-assurance, tenacity and resilience, interest level, and acceptance of challenges plays a significant influence in determining job happiness. Workers that are highly driven to succeed, resilient when faced with setbacks, highly engaged in their profession, and willing to embrace difficulties as a necessary element of personal development are typically happier in their workplace. In order

to foster a positive work environment and assist in the professional development of their employees, businesses must take note of and support these motivating aspects.

Motivation influences job satisfaction, this is in line with research conducted by: (F. Saputra, 2021), (Mahaputra & Saputra, 2021), (R. Putra & Ali, 2022).

3. The Influence of Self-Efficacy on Job Satisfaction

In order to create a productive and fulfilling work environment, it is important to consider the impact of self-efficacy, which includes confidence in one's abilities, resilience to failure, level of dedication and commitment, and ability to plan and organize, on job satisfaction, which includes workplace satisfaction, satisfaction with management leadership, and interpersonal relationship satisfaction. First, a major contributor to higher job satisfaction is self-assurance in one's own talents. Workers who are highly confident in their skills feel more equipped to handle the duties at hand, which raises their level of job satisfaction and contentment with the workplace culture overall.

Moreover, the ability to bounce back from setbacks affects job satisfaction. Resilient workers are better equipped to bounce back from setbacks and challenges, which makes them feel more fulfilled in their jobs. Resilience following setbacks boosts drive and self-esteem, both of which are factors in work satisfaction. The degree of devotion and commitment also has a significant impact on how satisfied one is with their work. High achievers are typically happier in their workplaces since they are highly committed to their work. Exhibiting a strong sense of loyalty to the organization instills a sense of attachment in employees, which in turn boosts their overall job happiness.

Finally, job happiness is also impacted by organizational and planning skills. Workers who are proficient in task planning and organization feel more productive and well-organized at work. This skill eventually adds to job happiness by lowering stress and raising productivity. All things considered, self-efficacy which encompasses self-assurance in one's skills, resistance to setbacks, degree of devotion and commitment, as well as the capacity for organization and planning plays a significant influence in determining job satisfaction. Workers that possess these qualities self-assurance, perseverance, high levels of devotion, and task organization tend to be happier in their roles and workplace cultures. In order to improve job satisfaction and general well-being at work, it is crucial for employers to focus on and encourage the growth of employee self-efficacy.

Self-efficacy influences job satisfaction, this is in line with research conducted by: (Susanto, Setiawan, et al., 2024), (Sjarifudin, Kurnia, & Barita tambunan Maniur, 2023), (Fu'adah et al., 2023).

4. The Effect of Compensation on Job Satisfaction

A positive work environment is greatly influenced by compensation, which includes internal justice, external equity indicators, salary and benefit balances, and transparency of restitution. Compensation also has a significant impact on job satisfaction, which includes workplace satisfaction, satisfaction with management leadership, and satisfaction with interpersonal relationships. First, equal pay for equal effort, or internal fairness in remuneration, fosters a sense of equality among workers and raises job satisfaction. Employees are more likely to be content with their positions and feel more bonded to the organization when they believe they are being compensated properly.

Moreover, employees' views of their worth in the job market are influenced by external equity measures, which compare salary and benefits to market or industry norms. Employees are more likely to be content with their positions and inspired to stick around when they believe they are receiving benefits that are on par with those of their counterparts outside the organization. The harmony between pay and perks is another crucial factor in job happiness.

Employees feel appreciated and financially recognized when they receive a base pay that is balanced with additional perks like health insurance, paid time off, or a retirement plan. This may boost workers' motivation, loyalty, and sense of overall job satisfaction inside the organization.

Lastly, openness and justice in the workplace are fostered by transparent reparation practices, such as unambiguous disclosure of pay scales, bonus guidelines, or performance reviews. Employees tend to be more content with their work and have more faith in management when they believe they comprehend the fundamentals of compensation and that choices on compensation are made in an open and consistent manner. In general, job happiness is significantly impacted by equitable and transparent compensation. Workers who believe they receive fair compensation and have the chance to receive rewards that match their accomplishments are typically happier in their roles and enjoy stronger connections with management and their coworkers. Therefore, in order to foster a happy and effective work environment, it is critical for firms to give careful consideration to fairness, equity, balance, and transparency in their compensation systems.

Compensation influences job satisfaction, this is in line with research conducted by: (Kamil Hafidzi et al., 2023), (Lubis et al., 2021), (Hardiansyah et al., 2019).

5. The Influence of Competency on Employee Performance

The formation of a successful and productive work environment heavily depends on the influence of competences, which include knowledge, technical skills, interpersonal skills, and analytical abilities, on employee performance, which includes productivity, job quality, initiative and creativity, and teamwork. Firstly, comprehensive understanding of the field, work procedures, and pertinent specialized abilities are crucial for enhancing employee performance. Workers that are well-versed in their industry typically finish jobs faster and with higher quality work.

Second, strong technical abilities have a role on worker performance as well. Employees can work more productively and produce higher-quality work when they have the technical problem-solving abilities and are able to use tools and technology that are appropriate for their tasks. Additionally, interpersonal skills are crucial for worker performance, particularly when it comes to interpersonal communication and teamwork. Good interpersonal skills enable people to work well with others, create enduring bonds with them, and effectively handle conflict all of which enhance productivity and team performance.

Then, developing analytical abilities is crucial for raising worker performance. Workers that possess strong data analysis skills, can solve problems quickly, and base judgments on reliable information are typically better at coming up with creative ideas and generating higher-caliber work. Employee performance is largely influenced by their knowledge, technical proficiency, interpersonal skills, and analytical aptitude. Strong competency in these four areas is associated with increased productivity, higher-quality work, initiative and innovation, and improved teamwork among employees. Consequently, companies must make investments in the competency development of their workforce in order to boost productivity on both an individual and team level and more successfully accomplish organizational objectives.

Competency influences employee performance, this is in line with research conducted by: (Ainanur & Tirtayasa, 2018), (Suristya & Adi, 2021), (Syahputra & Tanjung, 2020).

6. The Effect of Motivation on Employee Performance

In order to create a dynamic and effective work culture, motivation which encompasses self-assurance, a degree of resilience and perseverance, interest, and acceptance of challenges must have a significant impact on employee performance, which includes productivity, work quality, initiative and creativity, and teamwork. First and foremost, enhancing employee

performance is significantly influenced by high levels of self-confidence. Strong self-confidence in one's talents tends to drive workers to perform duties successfully, which boosts output and enhances the caliber of their products.

Additionally, a crucial component in establishing an employee's effectiveness is their degree of tenacity and resilience. Workers with high resilience levels are more likely to be able to bounce back from setbacks and difficulties, which helps them stay goal-focused and productive in the face of difficulty. Their tenacity contributes to the continuous improvement of the work's quality and high production. The degree of enthusiasm for one's job and willingness to take on new challenges then affects worker productivity by encouraging initiative and inventiveness. Workers that take a genuine interest in their profession are typically more willing to experiment with novel approaches and imaginative ideas. In addition, people who view obstacles as chances to develop and learn also have a tendency to be more proactive in finding fresh approaches and raising their own game.

Lastly, team performance is positively impacted by high motivation as well. Workers that are intrinsically motivated frequently foster a collaborative and creative work atmosphere, inspire their peers, and favorably impact teamwork. They are also more inclined to share their thoughts and insights, which can boost the group's overall creativity and output. All things considered, employee performance is significantly shaped by motivation, which encompasses traits like self-assurance, tenacity and resilience, interest level, and acceptance of obstacles. Employees that are driven from inside typically perform more efficiently, generate better work, show more initiative and creativity, and foster a healthy team environment. In order to boost employee performance and more successfully accomplish organizational goals, firms must take these motivational variables into consideration while planning their strategies.

Motivation influences employee performance, this is in line with research conducted by: (Sjarifudin, Kurnia, & Tambunan, 2023), (Kusumawati et al., 2022), (Nugroho, 2018).

7. The Influence of Self-Efficacy on Employee Performance

One of the most important factors in determining the environment is the impact of self-efficacy, which encompasses self-assurance in one's skills, adaptability to setbacks, degree of devotion and commitment, and capacity for planning and organization, on worker performance, which includes output, quality of work, initiative and creativity, and collaboration. Lively and fruitful work. First of all, a key factor in raising worker productivity is self-assurance in one's own skills. Strong self-confidence among staff members tends to drive them to finish jobs quickly, which raises productivity levels all around.

Additionally, a key factor in assessing an employee's effectiveness is their ability to bounce back from setbacks. High-resilience workers are able to pick themselves up after failing or facing challenges, which helps them stay focused on their objectives and unaffected by potential setbacks. This tenacity contributes to sustaining consistency in output and job quality. Furthermore, an employee's degree of devotion and dedication has a significant effect on their performance. Workers that are very committed to both their employer and their work are typically more eager to give any task they take on their all. Strong dedication helps staff stay focused on the organization's long-term objectives, which raises output and improves work quality.

Finally, another crucial component of worker success is their capacity for organization and planning. Workers that are proficient in task planning and organization are typically more productive at work. Their productivity ultimately rises as a result of their ability to manage their time and resources effectively. All things considered, employee performance is significantly shaped by self-efficacy, which encompasses self-assurance in one's skills, resilience to setbacks, degree of devotion and commitment, as well as the capacity for planning and organization. Workers that are self-assured, resilient to setbacks, committed, and well-

organized typically exhibit higher levels of productivity, creativity, and initiative at work, as well as better team dynamics. In order to establish a work environment where workers may realize their full potential, firms must focus on and enhance these areas.

Self-efficacy influences employee performance, this is in line with research conducted by: (Sjarifudin, Kurnia, & Tambunan, 2023), (Susanto, Setiawan, et al., 2024), (Irsyada et al., 2018).

8. The Effect of Compensation on Employee Performance

The way that compensation affects employee performance which includes productivity, work quality, initiative and creativity, and teamwork has a big impact on the work environment that affects outcomes. Compensation includes internal justice, external equity indicators, salary and benefit balances, and transparency of restitution. employee outcomes. Firstly, one factor that encourages workers to improve output and caliber of work is internal justice in remuneration, which encompasses the equitable allocation of rewards within the company. Workers are more inclined to provide their best work when they believe their pay is commensurate with that of their peers and that they are paid appropriately.

Employee perceptions of their worth in the job market are also influenced by external equity measures, which compare pay and benefits to market or industry norms. Employees are more likely to feel valued and inspired to up their game if they believe their compensation is in line with their worth outside the company. This may lead to increases in output and caliber of work. Employee performance is also impacted by the ratio of benefits to pay. Workers feel appreciated and acknowledged when they receive monetary compensation in addition to extra perks like health insurance, paid time off, or retirement plans. This can boost their drive to deliver their best work and foster a positive work atmosphere.

Restitution transparency is another critical component that affects how well employees work. Employees feel more engaged with the organization and have a better understanding of how their pay is decided when compensation rules and procedures are communicated in an open and transparent manner. Their performance may increase as a result of this, as it may foster a sense of justice and trust. In general, employee performance is significantly impacted by equitable and transparent remuneration. Workers who experience fair compensation and feel valued and respected are typically more driven to improve productivity, quality of work, initiative, creativity, and teamwork. In order to foster a positive and inspiring work environment, it is crucial that firms closely monitor and manage employee remuneration.

Compensation influences employee performance, this is in line with research conducted by: (Riyadi, 2011), (Hardiansyah et al., 2019), (Kurniawan, 2022).

9. The Effect of Job Satisfaction on Employee Performance

Enhancing workplace satisfaction is essential for raising employee performance. Workers that are happy and at ease in their workplace are typically more driven to produce quality work. In addition to decreasing attrition and increasing employee retention rates, workplace satisfaction can also foster loyalty and boost productivity. Furthermore, employee performance is influenced by satisfaction with management and leadership. Workers are generally more driven and inspired to perform to the most of their abilities when they perceive that management and leadership styles in the company are trustworthy and satisfactory. Motivating staff members, giving them clear direction, and fostering their professional growth are all aspects of effective leadership that can boost initiative, creativity, and productivity.

Then, employee performance is also influenced by how satisfied they are with their interpersonal interactions at work. Positive interpersonal dynamics among coworkers foster a cooperative, encouraging workplace where knowledge and ideas are freely exchanged. Coworker support makes an employee feel more motivated, at ease taking chances, and free to

express their creative ideas. This can improve teamwork, inventiveness, and initiative. Employee performance is significantly impacted by job satisfaction, which encompasses workplace contentment, satisfaction with management and leadership, and satisfaction with interpersonal interactions at work. Workers who are happy with their workplace, who trust and are content with their managers, and who get along well with their peers are generally more productive, proactive, innovative, and successful in team projects. As a result, in order to foster an environment at work where people are encouraged and supported to realize their full potential, organizations must give priority to initiatives aimed at raising overall job satisfaction.

Job satisfaction influences employee performance, this is in line with research conducted by: (Nofrialdi et al., 2023), (Fauzi et al., 2022), (Susanto, Syailendra, et al., 2023).

Conceptual Framework

Based on the problem formulation, relevant previous research and the results and discussion of the research above, including:

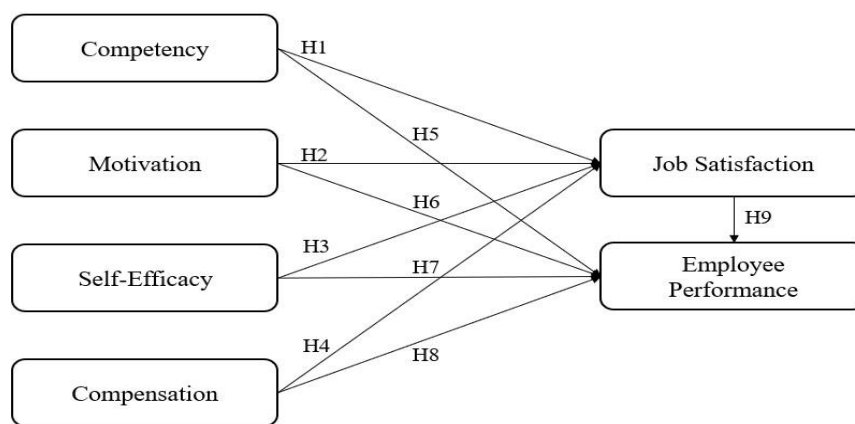


Figure 1. Conceptual Framework

Based on Figure 1 above, competency, motivation, self-efficacy and compensation influence job satisfaction and employee performance. Apart from the independent variables above which influence the dependent variable (job satisfaction and employee performance), there are other variables which influence job satisfaction and employee performance, including:

- 1) Work Environment: (F. Saputra & Mahaputra, 2022a), (Widjanarko et al., 2023), (Wicaksono et al., 2022).
- 2) Workload: (Ali et al., 2022), (D. P. Sari & Ali, 2022), (Soesanto et al., 2023), (S & Ali, 2022).
- 3) Leadership: (R. F. A. Saputra et al., 2021), (F. Saputra & Mahaputra, 2022b), (Widodo et al., 2017).
- 4) Career Development: (F. Saputra et al., 2024), (Susanto, Soehaditama, & Benned, 2023), (Kasman & Ali, 2022).

CONCLUSION

Based on the background of the problem, problem formulation, previous research, results and discussion above, the following research conclusions were obtained:

1. Competence influences job satisfaction.
2. Motivation influences job satisfaction.
3. Self-efficacy influences job satisfaction.
4. Compensation influences job satisfaction.

5. Competence influences employee performance.
6. Motivation influences employee performance.
7. Self-efficacy influences employee performance.
8. Compensation influences employee performance.
9. Job satisfaction influences employee performance.

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