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## The Influence of Store Atmosphere And Product Taste on Repurchase Intention Through Customer Satisfaction at Samara Coffee Pekanbaru

Ajeng Nur Otavia Prima<sup>\*1</sup>, Alvi Furwanti Alwie<sup>2</sup>, Tengku Firli Musfar<sup>3</sup>

<sup>1,2,3</sup>Bachelor of Management, Faculty of Economics and Business, Riau University, Pekanbaru, Riau

\*Correspondence e-mail: [ajeng.nur2806@student.unri.ac.id](mailto:ajeng.nur2806@student.unri.ac.id)

**Abstract**—This research aims to determine the influence of Store Atmosphere and Product Taste on Repurchase Intention Through Customer Satisfaction at Samara Coffee Pekanbaru Consumers. The population in this study were all visitors to Samara Coffee Pekanbaru. The sampling technique used in this research is non-probability sampling technique using purposive sampling so that the number of samples used was 125 respondents. The data analysis method in this research uses the Structural Equation Modeling - Partial Least Square (SEM-PLS) analysis method with SmartPLS version 4.0 software . The research results show that (1) Store Atmosphere has a significant effect on Customer Satisfaction, (2) Product Taste has a significant effect on Customer Satisfaction, (3) Store Atmosphere has a significant effect on Repurchase Intention, (4) Product Taste has a significant effect on Repurchase Intention, (5) Customer Satisfaction has a significant effect on Repurchase Intention, (6) Store Atmosphere has a significant effect on Repurchase Intention through Customer Satisfaction, (7) Product Taste has a significant effect on Repurchase Intention through Customer Satisfaction.

**Keywords:** *store atmosphere, product taste, customer satisfaction, repurchase intention, coffee shop*

### INTRODUCTION

Nowadays, eating and drinking is no longer just about filling your stomach. Over time, culinary has become part of a lifestyle due to the emergence of innovations in various foods and drinks that are considered interesting to taste. Culinary and lifestyle are something that cannot be separated. In fact, the phenomenon shows that eating and drinking have become an alternative way to get pleasure and show oneself. One of the interesting phenomena of business development in the culinary sector is the emergence of cafes providing food and drinks which are now called "Coffee Shops" in big cities throughout Indonesia. This can be seen from the significant increase in the number of coffee shops in recent years as well as domestic coffee consumption. Competition between coffee shops that are located nearby and appear with new names has become very tight competition in the coffee management business. The choice of coffee and the unique taste of each coffee shop is also important and worth paying attention to when you want to create a coffee shop.

Then, the emergence of various types of coffee shop businesses carrying interesting concepts and themes with their own characteristics has become an important factor in business success in this field because now people are more selective in choosing places for them to gather by considering various things. Finally, apart from the taste and characteristics of certain brands of drinks, a comfortable and pleasant place to spend time and according to taste is one of the main reasons and consideration factors for them in choosing the best place. In research conducted by (Widiyanti and Harti, 2021) it is explained that currently teenagers and young adults choose to spend their free time

gathering and hanging out with friends to just chat or do assignments while drinking coffee. The younger generation is becoming very particular about the places where they are going hangouts. The place you want to go should be a place that has interesting elements according to everyone's wishes. Therefore, existing coffee shops must have a concept that suits their purpose so that customers can enjoy a calm and comfortable atmosphere so that customers feel like they want to linger in the coffee shop. From this opinion, it can be concluded that one of the main factors that customers consider in choosing a coffee shop is the atmosphere of the place itself or also known as the Store Atmosphere.

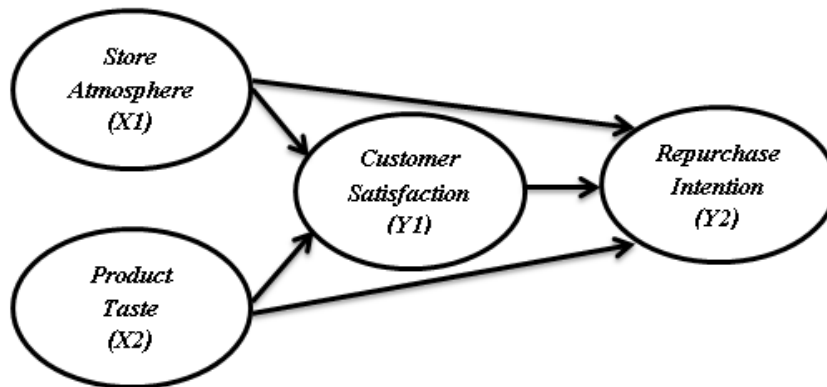
According to (Baharuddin and Sudaryanto, 2021) , consumers' motivation to visit a coffee shop is not only to enjoy the coffee drinks and food served, but also to enjoy the atmosphere in the coffee shop . Store Atmosphere can be more reason for consumers to be interested and choose where they will visit and buy. Then, research results (Adnan, 2020) reveal that consumers are willing to pay more to obtain better interior and exterior design conditions. A comfortable and pleasant store atmosphere will greatly influence consumers' desires in the purchasing process and the subsequent Repurchase Intention process. Apart from considering the visual atmosphere of the place, the Product Taste of a food or drink served by a Coffee Shop is a factor in consumers deciding whether to make repeat purchases of that product or not. It cannot be denied that every consumer's taste in taste is of course varied. According to (Wahidah, 2017) what causes complexity in Taste is the diversity of natural perceptions in each different human being.

Based on the explanation above, by considering several determining factors, researchers grouped Coffee Shops that carry the theme of the place in terms of the most attractive interior and exterior or are often referred to as "Instagramable" by today's young generation and which have a menu with a variety of flavors. each in the area around Riau University. Then, to strengthen this research, researchers also conducted a pre-survey on 30 coffee shop customer respondents who had visited One Alumni Coffee, Samara Coffee and Tres Coffee. From the results of this pre-survey, researchers can conclude that Samara Coffee is very consistent with the marketing strategy they created to meet consumer needs and desires so that Samara Coffee remains the main choice for consumers when they want to gather at a coffee shop. Based on the background explained above, further related research needs to be carried out "The Influence of Store Atmosphere and Product Taste on Repurchase Intention Through Customer Satisfaction among Samara Coffee Pekanbaru Consumers"

## **METHODOLOGY**

This research was carried out at Samara Coffee Pekanbaru which is located at Ujung, Jl. Merpati Sakti No.22, Simpang Baru, Tampan, Pekanbaru City, Riau 28293. This location determination was made with the consideration that Samara Coffee Pekanbaru is a coffee shop that is currently popular with young people because it is consistent with the marketing strategy they have to retain their consumers. So it is interesting to do further research. The population in this study were all visitors to Samara Coffee Pekanbaru. The sampling technique used in this research is the Non -Probability Sampling technique Purposive sampling so the number of samples used was 125 respondents. This research uses a quantitative approach, namely an approach by conducting hypothesis testing, measuring data, and ending with drawing conclusions . Then, testing the hypothesis in this research uses the Structural Equation Modeling with

Partial Least Square (SEM-PLS) data analysis method using SmartPLS version 4.0 software. In this research, the researcher took various upstream research references as a reference so that the research framework could be compiled as follows:



**Figure 1.** Reasearch Framework

## RESULTS AND ANALYSIS

Data testing was carried out using two evaluation models, namely; outer model evaluation and inner model evaluation. Evaluate the outer model carried out to ensure that the indicators used in each variable are valid and reliable. Meanwhile, inner model evaluation is used to predict causal relationships (cause-effect relationships) between latent variables (accepted or rejected).

### Outer Model Evaluation

Outer model evaluation, the measure used to test validity is to look at the criteria being tested, namely convergent validity and discriminant validity. Meanwhile, reliability testing can be done by looking at the criteria being tested, namely Cronbach alpha and composite reliability.

### Convergent Validity Test

The results of the convergent validity test by looking at the loading factor value of each indicator for each variable in this research can be seen as follows table 1 it can be seen that all indicators for each variable have a loading factor value  $> 0.7$ , therefore they can be said to be valid. These results explain that each indicator shows good convergent validity . Then, apart from looking at the loading factor value, the convergent validity test can also be done by looking at the Average Variance Extracted (AVE) value. Which states that an indicator is considered valid if it has an AVE value  $> 0.5$  . The results of the convergent validity test by looking at the AVE value can be seen as follows.

In table 2 it can be seen that the Average Variance Extracted (AVE) value obtained is above 0.5 , which means that all indicators have a correlation with the variables. This also explains that all indicators in the variable construct meet the requirements for convergent validity.

**Table 1.** Loading factor

Indicator	Store Atmosphere	Products Taste	Customer Satisfaction	Repurchase Intention	Decision
X1.1	0.855				Valid
X1.2	0.787				Valid
X1.3	0.761				Valid
X1.4	0.730				Valid
X1.5	0.846				Valid
X1.6	0.740				Valid
X1.7	0.864				Valid
X1.8	0.876				Valid
X1.9	0.701				Valid
X1.10	0.846				Valid
X1.11	0.741				Valid
X2.1		0.846			Valid
X2.2		0.848			Valid
X2.3		0.877			Valid
X2.4		0.829			Valid
X2.5		0.853			Valid
X2.6		0.774			Valid
X2.7		0.856			Valid
X2.8		0.804			Valid
X2.9		0.739			Valid
X2.10		0.813			Valid
Y1.1			0.796		Valid
Y1.2			0.820		Valid
Y1.3			0.848		Valid
Y1.4			0.794		Valid
Y1.5			0.827		Valid
Y1.6			0.869		Valid
Y2.1				0.865	Valid
Y2.2				0.862	Valid
Y2.3				0.889	Valid
Y2.4				0.916	Valid
Y2.5				0.839	Valid
Y2.6				0.736	Valid

**Source:** Authors

### ***Discriminant Validity Test***

Discriminant validity is a validity measurement by comparing the correlation of indicators of a variable with other variables which are measured by looking at the cross loading value. The results of the discriminant validity test by looking at the cross loading values were obtained as follows.

**Table 1.** Average Variance Extracted (AVE)

	Average Variance Extracted (AVE)	Decision
Store Atmosphere	0.636	Valid
Product Taste	0.680	Valid
Customer Satisfaction	0.683	Valid
Repurchase Intention	0.728	Valid

**Source:** Authors

In table 3 it can be seen that the cross loading value of all indicators for each variable has a value that is greater than the cross loading value of the other variables. This explains that all the indicators in each variable meet the discriminant validity requirements and are declared valid. Then, another method that can be used to assess discriminant validity is measurement using the Fornell-Larcker method by looking at the Average Variance Extracted value (AVE) which is square root.

**Table 2.** Cross loading

Indicator	Store Atmosphere	Products Taste	Customer Satisfaction	Repurchase Intention
X1.1	0.855	0.583	0.685	0.408
X1.2	0.787	0.559	0.609	0.404
X1.3	0.761	0.615	0.549	0.473
X1.4	0.730	0.543	0.495	0.418
X1.5	0.846	0.554	0.647	0.392
X1.6	0.740	0.536	0.551	0.406
X1.7	0.864	0.565	0.594	0.434
X1.8	0.876	0.605	0.629	0.465
X1.9	0.701	0.671	0.597	0.454
X1.10	0.846	0.540	0.578	0.354
X1.11	0.741	0.695	0.651	0.516
X2.1	0.609	0.846	0.610	0.580
X2.2	0.624	0.848	0.609	0.615
X2.3	0.637	0.877	0.655	0.620
X2.4	0.593	0.829	0.643	0.594
X2.5	0.610	0.853	0.659	0.692
X2.6	0.566	0.774	0.556	0.604
X2.7	0.595	0.856	0.677	0.611
X2.8	0.655	0.804	0.667	0.560
X2.9	0.607	0.739	0.570	0.516
X2.10	0.626	0.813	0.660	0.540
Y1.1	0.651	0.620	0.796	0.476
Y1.2	0.698	0.674	0.820	0.500
Y1.3	0.616	0.615	0.848	0.697
Y1.4	0.529	0.563	0.794	0.675

Y1.5	0.607	0.631	0.827	0.573
Y1.6	0.650	0.693	0.869	0.608
Y2.1	0.537	0.607	0.717	0.865
Y2.2	0.391	0.537	0.513	0.862
Y2.3	0.401	0.554	0.587	0.889
Y2.4	0.480	0.660	0.639	0.916
Y2.5	0.436	0.595	0.576	0.839
Y2.6	0.495	0.704	0.591	0.736

**Source:** Authors

From Table 4 it can be seen that the value Square Root of Average (AVE) throughout more diagonal lines big the correlation between One construct with the other, so can concluded that construct own level good validity.

**Table 3.** Square root of average

Variable	Customer Satisfaction	Products Taste	Repurchase Intention	Store Atmosphere
Customer Satisfaction	0.826			
Product Taste	0.766	0.825		
Repurchase Intention	0.715	0.721	0.853	
Store Atmosphere	0.756	0.742	0.541	0.797

**Source:** Authors

### Reliability Test

When conducting a reliability test, there are 2 criteria for measuring or evaluating reliability, namely by looking at the value of Cronbach's Alpha and Composite Reliability. The results of the reliability test by looking at the Cronbach's Alpha and Composite Reliability values were obtained as follows:

**Table 4** Cronbach's alpha and composite reliability

Variable	Cronbach's Alpha	Composite Reliability	Note
Store Atmosphere	0.942	0.950	Reliable
Product Taste	0.947	0.955	Reliable
Customer Satisfaction	0.907	0.928	Reliable
Repurchase Intention	0.924	0.941	Reliable

**Source:** Authors

From table 5 it can be seen that all variables have a Cronbach's Alpha value > 0.6 and a Composite Reliability value > 0.7. This shows that all variables in the model that have been estimated meet the criteria (reliable).

### **Inner Model Evaluation**

The inner model evaluation, there are several criteria tested including R-Square to test the dependent variable and hypothesis testing by looking at the Path Coefficients value to determine direct effects (Direct Effects) and the Specific Indirect Effects value to determine indirect effects (Indirect Effects).

### **R-Square Test**

R-Square value is used to measure the value of the level of variation in changes in the independent variable towards the dependent variable. The R-square test results can be seen in the following table:

**Table 5. R-Square**

<b>Structural Model</b>	<b>R-square</b>	<b>R-square adjusted</b>
Customer Satisfaction	0.665	0.660
Repurchase Intention	0.596	0.586

**Source:** Authors

In table 16 it can be seen that the R-Square value for the Customer Satisfaction variable is 0.665, which means 66.5% of the Customer Satisfaction variable influenced by Store Atmosphere and Product Taste . Meanwhile, the remaining 33.5 % is influenced by other variables/factors. Then, the R-Square value for the Repurchase Intention variable is 0.596, which means 59.6% of the Repurchase Intention variable influenced by Store Atmosphere and Product Taste . Meanwhile, the remaining 40.4 % is influenced by other variables not examined in this research.

### **Hypothesis Testing**

Hypothesis testing can be done by looking at the Path Coefficients value to determine the direct effect (Direct Effects) and the Specific Indirect Effects value to determine the indirect effect (Indirect Effects). The results of hypothesis testing by looking at the Path Coefficients and Specific Indirect Effects values to determine the direct and indirect effects can be seen in the following table:

**Table 6. Path Coefficients**

<b>Influence</b>	<b>Original Sample</b>	<b>Sample Mean</b>	<b>Standard Deviation</b>	<b>T statistics</b>	<b>P Values</b>
Customer Satisfaction - > Repurchase Intention	0.477	0.473	0.127	3,752	0,000
Product Taste -> Customer Satisfaction	0.456	0.456	0.084	5,440	0,000
Product Taste -> Repurchase Intention	0.492	0.500	0.142	3,475	0.001
Store Atmposphere -> Customer Satisfaction	0.418	0.420	0.077	5,405	0,000
Store Atmposphere -> Repurchase Intention	0.184	0.184	0.086	2,151	0.032

**Source:** Authors



**Table 7.** Specific indirect effects

Influence	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
Store Atmosphere -> Customer Satisfaction -> Repurchase Intention	0.199	0.201	0.073	2,743	0.006
Product Taste -> Customer Satisfaction -> Repurchase Intention	0.218	0.212	0.062	3,530	0,000

**Source:** Authors

Based on the explanation above, overall it can be concluded that the results of hypothesis testing in this research are in table 9.

## CONCLUSION

Based on the results of the research and analysis carried out by researchers, the following conclusions were obtained: (1) Store Atmosphere significant effect on Customer Satisfaction among Samara Coffee Pekanbaru Consumers. (2) Product Taste significant effect on Customer Satisfaction among Samara Coffee Pekanbaru Consumers. (3) Store Atmosphere significant effect on Repurchase Intention among Samara Coffee Pekanbaru Consumers. (4) Product Taste significant effect on Repurchase Intention among Samara Coffee Pekanbaru Consumers. (5) Customer Satisfaction significant effect on Repurchase Intention among Samara Coffee Pekanbaru Consumers. (6) Store Atmosphere significant effect on Repurchase Intention through Customer Satisfaction among Samara Coffee Pekanbaru Consumers. (7) Product Taste significant effect on Repurchase Intention through Customer Satisfaction among Samara Coffee Pekanbaru Consumers.

**Table 8**Hypothesis test results

No	Hypothesis	Results	Information
H1	Store Atmosphere influences Customer Satisfaction	Significant	Accepted
H2	Product Taste influences Customer Satisfaction	Significant	Accepted
H3	Store Atmosphere influences Repurchase Intention	Significant	Accepted
H4	Product Taste influences Repurchase Intention	Significant	Accepted
H5	Customer Satisfaction influences Repurchase Intention	Significant	Accepted
H6	Store Atmosphere influences Repurchase Intention through Customer Satisfaction	Significant	Accepted
H7	Product Taste influences Repurchase Intention through Customer Satisfaction	Significant	Accepted

**Source:** Authors

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## The Effect Of Work Environment And Job Satisfaction On Employee Performance With Motivation As An Intervening Variable At The Sungai Penuh City Bappeda Office

Sudirman\*<sup>1</sup>

<sup>1</sup>Sekolah Tinggi Ilmu Ekonomi Sakti Alam Kerinci, Indonesia

\*Correspondence e-mail: [sudirman65stie@gmail.com](mailto:sudirman65stie@gmail.com)

**Abstract**– One of the benchmarks of good performance is a high level of discipline, however, the Regional Planning and Development Agency (BAPPEDA) of Sungai Penuh City faces problems in improving the performance of its employees despite implementing strict regulations. This study aims to: 1) analyze the influence of the Work Environment on the performance of BAPPEDA Office Employees of Sungai Penuh City; 2) analyze the effect of Job Satisfaction on the performance of BAPPEDA Office Employees in Sungai Penuh City; 3) analyze the effect of the Work Environment on work motivation at the Sungai Penuh City BAPPEDA Office; 4) analyze the effect of Job Satisfaction on the Work Motivation of BAPPEDA Office Employees in Sungai Penuh City; 5) analyze the effect of work motivation on the performance of BAPPEDA Office Employees in Sungai Penuh City. The population in this study is all employees of the Sungai Penuh City BAPPEDA Office which amounts to 37 people. The sample in this study was all 37 employees of the Sungai Penuh City BAPPEDA Office. The data analysis tool used is path analysis at an alpha level of 0.05. Based on the results of the study shows that: the work environment has a positive and significant effect on employee performance; job satisfaction has a positive and significant effect on employee performance; the work environment has a positive and significant effect on employee motivation; job satisfaction has a positive and significant effect on employee motivation; Work motivation has a positive and significant effect on the performance of employees of the Sungai Penuh City BAPPEDA Office.

**Keywords:** *work environment, job satisfaction, employee performance, motivation*

### INTRODUCTION

In order to face the era of globalization and the current condition of society, every organization or institution, both private and government, is required to be able to manage its activities properly and regularly in order to achieve the goals and objectives that have been set. Human resource development in agencies is essentially an effort to provide assurance that the activities carried out by agencies can be carried out in accordance with the provisions (Fahruddin, 2023). This fact makes human resource development an important and mandatory thing to do in an effort to improve employee performance (Hayati & Yulianto, 2021).

Human resource management is a strategic area of the organization (Mu'tafi, 2020). Human resource management should be viewed as an extension of the traditional view of managing people effectively and for that requires knowledge of human behavior and the ability to manage it (Ala'uddin & Ubaidilla, 2023). The role of human resource management is to organize and determine employee programs through existing management functions to deal with problems related to employee needs so as to achieve planned organizational goals effectively and efficiently in order to achieve good performance.

Performance comes from the word job performance or actual performance (work performance or actual achievement achieved by someone. The definition of performance (achievement) is the result of work in quality, quantity achieved by a person in carrying out his duties in accordance with the responsibilities given to him (Hartono & Rahadi, 2021). According to Hasibuan (2012), Performance is a result of work achieved by a person in carrying out the tasks assigned to him based on ability, experience, and sincerity and time. Thus performance can be interpreted as the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Performance is an attitude of the individuals concerned and groups towards their training and of course the willingness to work with others thoroughly in accordance with the abilities or experience they have for the benefit of the organization (Ismawanti, 2021). Employee performance is a comparison of work results achieved by employees with predetermined standards (Budi, 2022). Good performance is optimal performance, which is performance that is in accordance with predetermined standards and supports the achievement of these goals.

One of the benchmarks of good performance can be seen from the high level of discipline. The Regional Planning and Development Agency (BAPPEDA) of Sungai Penuh City has tried to improve the performance of employees by implementing all regulations in the hope that employees can improve discipline at work. However, there are performance problems found at the Regional Planning and Development Agency (BAPPEDA) of Sungai Penuh City. This can be seen from the attendance data of employees of the Regional Planning and Development Agency (BAPPEDA) of Sungai Penuh City.

Based on preliminary studies, it is known that the attendance rate of employees has several problems because there are still employees who are absent without information and sometimes there are some employees who arrive not on time in accordance with the established rules. This can cause poor work results of an employee, if employees are present on time and Penuhy present during the working day, the work results of employees will improve. Therefore, there are some employees who are less enthusiastic in carrying out their work duties and responsibilities due to the high workload but the remuneration received feels that it is not in accordance with employee expectations.

Employee performance, or work performance, can be defined as the results of a person's work in terms of quality and quantity in accordance with the duties and responsibilities given to him (Buulolo et al., 2021). According to Sedarmayanti (2011), performance is the result of one's work. Performance is a function of motivation and ability, where one's motivation and ability must work together to achieve effective results (Ghozali, 2017). Robbins (2013) reveals that performance is the result of the interaction between ability, motivation, and opportunity, emphasizing that performance depends on a combination of these factors (Robbins & Judge, 2013; Runa, 2020). Performance is also related to the comparison of work results with predetermined standards. From the various definitions above, it can be concluded that performance is the result of a person's work in an organization that is in accordance with his responsibilities. Employee performance is the result of employee work in a certain period compared to mutually agreed standards or criteria. According to Siagian (2002), employee performance is influenced by several factors, namely: compensation, work environment, organizational culture, leadership, and work motivation, work discipline, job satisfaction, communication and other factors. Therefore, to create high employee performance,

attention needs to be paid to work motivation factors, work environment, and job satisfaction for each employee.

According to McClelland (2002), motivation is the effort of each individual in exerting all his abilities to carry out all activities that have become his duty and responsibility to achieve certain targets that must be achieved. Motivation is a process that affects an individual's intensity, direction, and perseverance in achieving goals (Widodo & Yandi, 2022). There are two forms of motivation, namely intrinsic motivation and extrinsic motivation (Ena & Djami, 2020). Intrinsic motivation comes from within the individual and is associated with an awareness of the meaning of work. While extrinsic motivation comes from external factors such as working conditions and demands for maximum work (Panjaitan et al., 2023). Work motivation is very important in the context of the goods/services industry because it affects the achievement of organizational and individual goals. Husnan (in A.A. Ngurah, 2012) identifies various sources of motivation, including money, rewards, power, and recognition, both from within and outside the individual. Work motivation can be factors that drive a person to strive to achieve goals. In addition, Robbins & Judge (2013), also state that work motivation involves the willingness of individuals to use high efforts in achieving organizational goals and meeting individual needs. Work motivation can be described as a set of attitudes and values that influence individuals to achieve goals according to individual values, which are invisible factors but provide impetus in achieving goals (Hasanah et al., 2023). Thus, work motivation is an important factor in moving individuals to achieve organizational goals while paying attention to individual needs and values.

The work environment is the environment in which employees do their daily work. According to Sedarmayanti (2011), the work environment is the entire tool and material faced, the surrounding environment where someone works, the work method, and the work arrangement both as individuals and as a group. A conducive work environment will provide a sense of security and allow employees to work optimally, besides that the work environment can also affect employee emotions, for example if employees like the work environment where they work, then the employee will feel at home in his workplace to carry out activities so that work time is used effectively and optimistic that employee work performance is also high. The work environment includes working relationships formed between fellow employees and work relationships between subordinates and the physical environment where employees work (Kamaruddin et al., 2022).

Another factor that affects employee performance is job satisfaction. According to (Robbins & Judge, 2013), job satisfaction is the pleasant or unpleasant emotional state with which employees perceive their work. Job satisfaction as a positive attitude towards work in a person.

Based on the description of this phenomenon, it is important to review how the relationship between employee performance at BAPPEDA Kota Sungai Penuh with factors that affect performance. Therefore, a review or research on the influence of the work environment and job satisfaction on employee performance with motivation as an intervening variable at the Sungai Penuh City BAPPEDA Office is important to do. The objectives of this study are to: 1) analyze the effect of the Work Environment on the performance of BAPPEDA Office Employees of Sungai Penuh City; 2) analyze the effect of Job Satisfaction on the performance of BAPPEDA Office Employees of Sungai Penuh City.; 3) analyze the effect of the Work Environment on work motivation at the Sungai

Penuh City BAPPEDA Office; 4) analyze the effect of Job Satisfaction on the Work Motivation of BAPPEDA Office Employees in Sungai Penuh City; 5) analyze the effect of work motivation on the performance of BAPPEDA Office Employees in Sungai Penuh City.

## **METHODOLOGY**

### ***Research Scope***

This type of research is descriptive research of causality which is classified as quantitative research. Descriptive causality research is research conducted to explain the influence between one variable on another variable or how a variable affects other variables, namely explaining the influence of the work environment (X1), job satisfaction (X2), and motivation (I) on employee performance (Y). This research was conducted at the Sungai Penuh City BAPPEDA Office. The research schedule is from November 1 – 30, 2023. In this study, the population was all employees of the Sungai Penuh City BAPPEDA Office, totaling 37 people. To determine the number of samples in this study, as Arikunto (2002) argued, which states if the population is less than 100, it is better to examine it entirely. In connection with this, the sample in this study was all 37 employees of the Sungai Penuh City BAPPEDA Office.

### ***Data Types and Sources***

The type of data in this study consists of primary and secondary data. The primary data referred to in this study is data obtained directly from respondents through the distribution of questionnaires by preparing a list of questions (questionnaires) related to research variables, namely work environment, job satisfaction, motivation, and employee performance. Secondary data is primary data that has been further processed and presented either by the party collecting primary data or by other parties for example in the form of tables or diagrams. Secondary data is the data obtained in this study in the form of documents, literature, reports that have something to do with this study. The data sources used in this study consisted of primary data sources, namely employees of the Sungai Penuh City BAPPEDA Office. While secondary data sources are from documents, literature, and reports archived by the Sungai Penuh City BAPPEDA Office.

### ***Data Collection Techniques***

Data collection techniques using questionnaires and documentation. Questionnaires were used to obtain the primary data needed in this study. The type of questionnaire chosen is a structured questionnaire. That is, the respondent only marks one of the available answer options. Documentation is a method of collecting data by conducting a literature review to obtain written data from companies needed in this study. This data such as company history, organizational structure, employee data, and other data related to research variables.

### ***Data Analysis Methods***

The methods used in the analysis and discussion of data in this study are qualitative and quantitative methods. The purpose of using this method is to describe the effect of work discipline and job satisfaction on employee performance with work motivation as an intervening variable at the Sungai Penuh City BAPPEDA Office. Descriptive qualitative is an analytical tool to cover an object in current conditions or

events. The goal is to make descriptions, drawings or paintings systematically and actually about the facts in the field with theories and concepts in related literature. Quantitative descriptive quantitative method is an analysis in the form of numbers obtained by converting qualitative data into quantitative data by performing calculations related to work discipline.

**Descriptive Analysis**

This analysis intends to describe the characteristics of each research variable. The process of processing data that has been obtained from respondents is assessed based on scores. Data processing to describe each variable is carried out in the following stages:

Calculation of average score. The average score of each statement item in the questionnaire is calculated by the following formula:

$$rata - rata skor = \frac{\sum fi x wo}{\sum f} \tag{1}$$

Where:

- Σfi= Total frequency to i
- wo= weight
- Σf = Total frequency

Respondent Achievement Level (TCR). For conclusions, the results of descriptive analysis are used Respondent Achievement Level (TCR). Meanwhile, to find the level of achievement of respondents, the following formula is used:

$$TCR = \frac{Rata-rata skor}{5} x 100\% \tag{2}$$

The criteria for the value of the Respondent Achievement Level (TCR) were developed from Arikunto's theory (2002) so that the variables in this thesis can be clarified as follows;

**Table 1.** Respondent Achievement Level (TCR)

Achievement (%)	Criterion
90-100	Excellent
80-89	Good
65-79	Good enough
55-64	Not Good
0-54	Bad

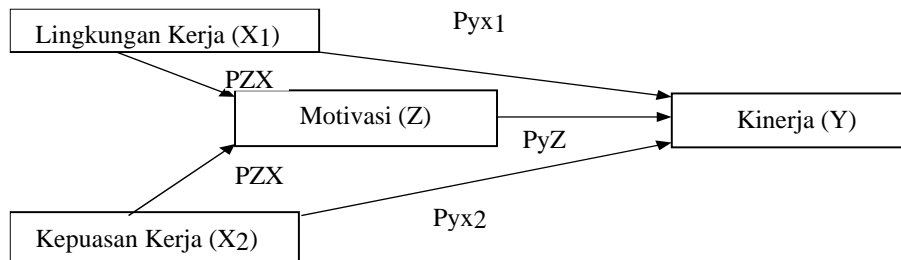
**Source:** Authors

**Path Analysis**

Path analysis is a technique for analyzing the relationship as a result that occurs in multiple regression if the independent variable affects the dependent variable directly or indirectly. Path analysis is a regression extension model used to test the alignment of the correlation matrix with two or more causal relationship models compared by researchers



(Sulistiowati & Kanto, 2022). Path analysis is a statistical analysis tool used to analyze the pattern of causality relationships between variables with the aim of determining the direct or indirect influence, either simultaneously or partially, of causal variables on dependent variables. The data analysis model used is the path analysis method (Path Analysis), to explain the direct influence or indirect influence of a set of independent variables on the dependent variable, with a path diagram as follows:



**Figure 1.** Path Analysis Structure

### Uji Hipotesis

Test the hypothesis using a form of testing individually, which looks at the influence of variables X1, X2 and X3 individually on Y. For this used t test (t-test) with the formula Simamora (2005: 54) as follows:

$$t_o = \frac{b_i}{sb_i} \tag{3}$$

Where:

- t0 = test value coefficient
- BI = Regression Coefficient
- SBI = standard error regression coefficient

Hypothesis testing criteria:

- if  $t_{hit} \geq t_{tab}$  or  $-t_{hit} < -t_{tab}$  or  $\text{sig (prob)} < \alpha = 0.05$  then  $H_0$  is rejected
- if  $t_{hit} < t_{tab}$  or  $-t_{hit} > -t_{tab}$  or  $\text{sig (prob)} > \alpha = 0.05$  maka  $H_0$  diterima

## RESULT AND DISCUSSION

### Description of Research Results

The quality of performance of BAPPEDA Kota Sungai Penuh employees is in the good category, which can be seen from the TCR value of 87.3%. When viewed from each indicator, the Total Respondent Achievement (TCR) performance variable is 87.3% or is in good condition. The lowest average Total Respondent Achievement (TCR) value of all indicators is on the "loyalty" indicator with an average TCR of 84.5% which is in good condition. The highest average Total Respondent Achievement (TCR) value of all indicators is on the "responsibility" indicator with an average TCR of 89.1% which is in good condition,

The quality of motivation of BAPPEDA Kota Sungai Penuh employees is in the good category, which can be seen from the TCR value of 89.2%. When viewed from each

indicator, the quality of employee motivation can be explained as follows: The average Total Achievement of Respondents (TCR) motivation variables is 89.2% or is in good condition. The lowest average Total Respondent Achievement (TCR) of all indicators is on the "Need for work performance" indicator with an average TCR of 88.4% which is in good condition. The highest average Total Respondent Achievement (TCR) of all indicators is on the "Power Needs" indicator with an average TCR of 89.9% which is in good condition.

The quality of the working environment of BAPPEDA Kota Sungai Penuh employees is in the good category, which can be seen from the TCR value of 89.2%. When viewed from each indicator, the quality of the employee work environment can be explained as follows: The average Total Achievement of Respondents (TCR) of work environment variables is 87.6% or is in good condition. The lowest average Total Respondent Achievement (TCR) of all indicators is on the "Employee Relations" indicator with an average TCR of 83.4% which is in good condition. The highest average Total Respondent Achievement (TCR) value of all indicators is on the "Noise Noise" indicator with an average TCR of 91.5% which is in good condition.

The quality of job satisfaction of BAPPEDA Kota Sungai Penuh employees is in the good category, which can be seen from the TCR value of 89.46%. When viewed from each indicator, the quality of employee job satisfaction can be explained as follows: The average Total Respondent Achievement (TCR) variable job satisfaction is 89.46% or is in good condition. The lowest average Total Respondent Achievement (TCR) of all indicators is on the "salary satisfaction" indicator with an average TCR of 88.4% which is in good condition. The highest average value of Total Respondent Achievement (TCR) of all indicators is on the indicator "Satisfaction with promotion, satisfaction with colleagues, Satisfaction with supervisors" with an average TCR of 89.9% which is in good condition

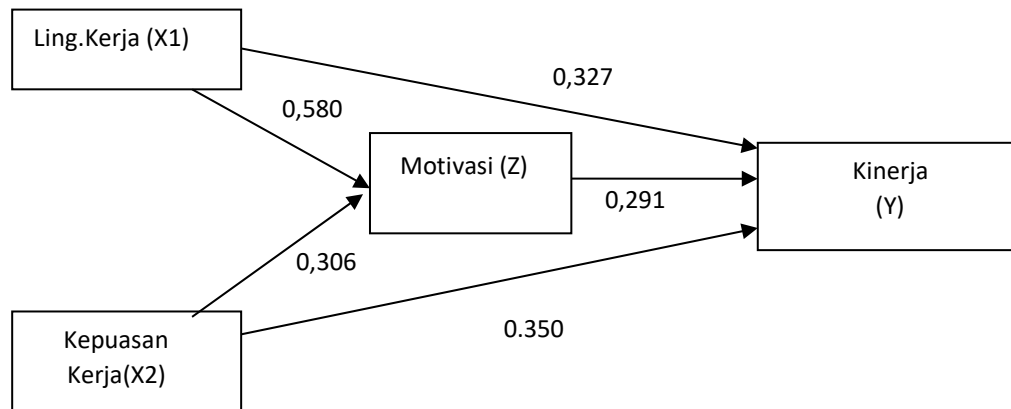
### Path Analysis Results

Analysis of the research results is carried out based on the formulation of the problem and hypotheses proposed in the previous chapter. The analysis carried out in the discussion is based on data obtained through research which is then processed with the SPSS program version 21.0 to determine the significance and magnitude of the influence of exogenous variables on endogenous variables through path analysis (Path Analysis).

The Effect of Work Environment (X1) and Job Satisfaction (X2) on Motivation (Z). The work environment (x1) has an influence on motivation (z) with a path coefficient of 0.580. While job satisfaction (x2) has an influence on motivation (z) with a coefficient of 0.306. The influence of other variables on work motivation is 69% so that the equation  $Z = 0.580X1 + 0.306X2 + 0.69$  is obtained. The values of b1 and b2 are positive, meaning that there is directly a positive influence between the work environment and job satisfaction on work motivation where if the work environment is more conducive, there is a tendency to increase employee job satisfaction at the Penuh river city BAPPEDA office. Similarly, job satisfaction, if employee satisfaction increases, employee motivation will increase as well.

The effect of work environment (X1) job satisfaction (X2) motivation (Z) on performance. The Work Environment (X1) has an influence on performance with a path coefficient of 0.327. Job Satisfaction (X2) has an influence on performance with a path

coefficient of 0.350. Motivation (Z) has an influence on performance with a path coefficient of 0.291. The effect of other variables on job satisfaction is  $0.40 \times 100\% = 40\%$  thus the equation  $Y = 0.327X1 + 0.350X2 + 0.291Z + 0.40$ , meaning that directly the Work Environment has a positive effect on employee performance, Job Satisfaction also has a positive effect on employee performance as well as motivation also has a positive effect on the performance of BAPPEDA employees in Sungai Penuh City. From the results of the analysis can be drawn path analysis as follows:



**Figure 2.** Path Analysis Results Chart

### Hasil Uji Hipotesis

The first hypothesis: The work environment has a significant effect on the work motivation of BAPPEDA office employees in Sungai Penuh city. Based on the analysis that has been done, the sig value is obtained. At 0.000, this value is less than alpha 0.05 ( $0.000 < 0.05$ ) or  $t_{count} > t_{table}$  ( $4.718 > 2.03452$ ). Thus, the Work Environment has a significant effect on the work motivation of employees of the Sungai Penuh City BAPPEDA Office. This means that the hypothesis that has been proposed is accepted at  $\alpha = 0.05$ .

Second hypothesis: Job satisfaction has a significant effect on the work motivation of BAPPEDA office employees in Sungai Penuh city. Based on the analysis that has been done, the sig value is obtained. At 0.018, this value is less than alpha 0.05 ( $0.018 < 0.05$ ) or  $t_{hitung} > t_{table}$  ( $2.489 > 2.03452$ ). Thus, Job Satisfaction has a significant effect on the work motivation of employees of the Sungai Penuh City BAPPEDA Office. This means that the hypothesis that has been proposed is accepted at  $\alpha = 0.05$ .

Third hypothesis: The work environment has a significant effect on the performance of BAPPEDA office employees in Sungai Penuh city. Based on the analysis that has been done, the sig value is obtained. At 0.047, this value is less than alpha 0.05 ( $0.047 < 0.05$ ) or  $t_{hitung} > t_{table}$  ( $2.065 > 2.03452$ ). Thus, the Work Environment has a significant effect on the performance of employees of the Sungai Penuh City BAPPEDA Office. This means that the hypothesis that has been proposed is accepted at  $\alpha = 0.05$ .

Fourth hypothesis: Job satisfaction has a significant effect on the performance of BAPPEDA office employees in Sungai Penuh city. Based on the analysis that has been done, the sig value is obtained. At 0.022, this value is less than alpha 0.05 ( $0.022 < 0.05$ )

or  $t_{hitung} > t_{table}$  ( $2.399 > 2.03452$ ). Thus, Job Satisfaction has a significant effect on the performance of employees of the Sungai Penuh City BAPPEDA Office. This means that the hypothesis that has been proposed is accepted at  $\alpha = 0.05$

Fifth hypothesis: Work motivation has a significant effect on the performance of BAPPEDA office employees in Sungai Penuh city. Based on the analysis that has been done, the sig value is obtained. At 0.024, this value is less than alpha 0.05 ( $0.024 < 0.05$ ) or  $t_{count} > t_{table}$  ( $2.358 > 2.03452$ ). Thus, motivation has a significant effect on the performance of employees of the Sungai Penuh City BAPPEDA Office. This means that the hypothesis that has been proposed is accepted at  $\alpha = 0.05$

Furthermore, there are calculation results of how much influence each exogenous variable (X1, X2, Z) either directly or indirectly on the endogenous variable (Y). Based on the results of the analysis, it is known that the direct influence of work environment variables on performance is 10.7%. In addition, based on the results of the analysis, it was revealed that the indirect influence of work environment variables on performance through motivation variables was 5.52%. Furthermore, the results of the analysis also revealed that the direct influence of the job satisfaction variable on performance was 12.25%. In addition, the indirect influence of job satisfaction variables on performance through motivation variables was 3.12%. Finally, based on the results of the analysis, it was found that the direct influence of motivation variables on performance was 8.47%. The percentage of direct and indirect influence between research variables can be summarized as listed in Table 2:

**Table 2.** Recapitulation of the Effect of Endogenous Variables on Exogenous Variables

No.	Information	Percentage (%)	Percentage (%)
1	The effect of the work environment (X1) on performance (Y) directly	10,7	
2	The effect of the work environment (X1) on performance (Y) through work motivation (Z)	5,52	
	Total Effect X1 on Y		16,22
3	The effect of job satisfaction (X2) on performance (Y) directly	12,25	
4	The effect of job satisfaction (X2) on performance (Y) through work motivation (Z)	3,12	
	Total Effect of X2 on Y		15,37
5	The effect of work motivation (Z) on performance (Y)	8,47	
	Total Effect of Z on Y		8,47
	Total		40,06

**Source:** Authors

The results of the path analysis show that the influence of the Work Environment on Motivation has a path coefficient of 0.580 with a sig value of 0.000. This shows that the work environment has a direct influence on motivation of 0.580 and the work environment has a positive and significant influence on motivation. This means that the work environment plays a role in increasing work motivation, if the work environment increases then motivation will also increase. Vice versa, if the work environment decreases, employee motivation also decreases. So it can be said that the work

environment is an important variable in increasing the motivation of employees of the Sungai Penuh City BAPPEDA Office.

If the work environment increases by 1 unit, motivation will also increase by 0.580 units. Vice versa, if the work environment decreases by 1 unit, motivation also decreases by 0.580 units. Thus, it can be said that the work environment is an important variable in increasing the motivation of employees of the Sungai Penuh City BAPPEDA Office.

Based on the results of the study, it shows that the work environment at the Sungai Penuh City BAPPEDA office is on good criteria with an average score of 4.38 and an achievement rate of 87.6%. This means that the working environment at the Sungai Penuh City BAPPEDA office is good. This can be seen from lighting, air temperature, away from noise, the use of color, the necessary space, job security and good employee relations.

Thus the work environment plays a role in increasing employee work motivation, if the work environment increases then work motivation will also increase. Vice versa The work environment decreases, then work motivation also decreases. So it can be said that the work environment is an important variable in increasing the work motivation of BAPPEDA office employees in Sungai Penuh City.

The results of the path analysis show that the effect of Job Satisfaction on Motivation has a path coefficient of 0.306 with a sig value of 0.018. This shows that job satisfaction has a direct influence on motivation of 0.580 and job satisfaction has a positive and significant influence on motivation. This means that job satisfaction plays a role in increasing work motivation, if job satisfaction increases then motivation will also increase. Vice versa, if job satisfaction decreases, employee motivation also decreases. So it can be said that job satisfaction is an important variable in increasing the motivation of employees of the Sungai Penuh City BAPPEDA Office.

If job satisfaction increases by 1 unit, motivation will also increase by 0.306 units. Vice versa, if job satisfaction decreases by 1 unit, motivation also decreases by 0.306 units. Thus, it can be said that job satisfaction is an important variable in increasing the motivation of employees of the Sungai Penuh City BAPPEDA Office.

Based on the results of the study, it shows that job satisfaction at the Sungai Penuh City BAPPEDA office is on good criteria with an average score of 4.48 and an achievement rate of 89.46%. This means that job satisfaction at the Sungai Penuh City BAPPEDA office is good. This can be seen from satisfaction with salary, satisfaction with the job itself, satisfaction with promotion, satisfaction with colleagues, and satisfaction with supervisors (supervisors) is good.

Thus job satisfaction plays a role in increasing employee work motivation, if job satisfaction increases then work motivation will also increase. Vice versa, job satisfaction decreases, then work motivation also decreases. So it can be said that job satisfaction is an important variable in increasing the work motivation of BAPPEDA office employees in Sungai Penuh City.

The results of the path analysis show that the work environment can have a direct effect on employee performance and can have an indirect effect on employee performance through motivation. The amount of direct influence of the work environment on the performance of BAPPEDA office employees in Sungai Penuh City is the path coefficient of 0.327 with a sig value of 0.047. This sig value is smaller than alpha 0.05 This means that the work environment has a direct positive and significant influence on employee performance.

The results of this study are in accordance with the statement of Jackson, Schuler, & Werner (2010) in Hidayat & Cavorina (2017), which states that the work environment is conditions within the company itself that can affect work activities. Thus, it can be said that the work environment is one of the factors that can affect the condition of the company, including employee performance. The results of this study are in line with previous research which states that the work environment partially has a significant effect on employee performance. The research was conducted by (Sani & Suhana, 2022; Solihatun et al., 2021).

Thus the work environment plays a role in improving employee performance, if the work environment increases then performance will also increase. Vice versa The work environment decreases, so employee work performance also decreases. So it can be said that the work environment is an important variable in improving the performance of BAPPEDA office employees in Sungai Penuh City.

Work motivation is an intervening variable between the work environment and employee performance. The indirect influence of the work environment on performance through work motivation is 5.52%. This means that the higher the quality of the work environment will cause high work motivation and then will cause high employee performance and vice versa if the work environment is lower it will cause low work motivation and then will cause low employee performance. Therefore, the Sungai Penuh City BAPPEDA Office must be able to improve the quality of the work environment so that employee motivation increases and in turn will improve employee performance.

The results of the path analysis show that job satisfaction can have a direct effect on employee performance and can have an indirect effect on employee performance through motivation. The amount of direct effect of job satisfaction on the performance of BAPPEDA office employees in Sungai Penuh City is the path coefficient of 0.350 with a sig value of 0.022. This GIS value is smaller than alpha 0.05 This means that job satisfaction has a positive and significant direct influence on employee performance.

Thus job satisfaction plays a role in improving employee performance, if job satisfaction increases then performance will also increase. Vice versa, job satisfaction decreases, then employee work performance also decreases. So it can be said that job satisfaction is an important variable in improving the performance of BAPPEDA office employees in Sungai Penuh City.

Work motivation is an intervening variable between job satisfaction and employee performance. The indirect effect of job satisfaction on performance through work motivation is 3.12%. This means that the higher the quality of job satisfaction will cause high work motivation and then will cause high employee performance and vice versa if job satisfaction is lower it will cause low work motivation and then will cause low employee performance.

This is in line with the results of Sudrajat & Yuniawan's (2016) research, that job satisfaction with employee performance variables can take place indirectly, in the sense that work motivation variables function as intervening variables in order to influence job satisfaction on employee performance. Thus the work motivation variable in the context of this study serves as an intervening variable of the influence of job satisfaction variables on employee performance. Therefore, the Sungai Penuh City BAPPEDA Office must be able to improve the quality of job satisfaction so that employee motivation increases and in turn will improve employee performance.

The results of the analysis of the path of the influence of motivation on performance have a path coefficient of 0.291 with a sig value of 0.024. This shows that work motivation has a direct influence on performance of 0.291 and motivation has a positive and significant influence on performance. So if motivation increases by 1 unit, employee performance will also increase by 0.291 units. Vice versa, if motivation decreases by 1 unit, then performance also decreases by 0.291 units. So it can be said that motivation is an important variable in improving the performance of employees of the Sungai Penuh City BAPPEDA Office.

Based on the results of the study, it shows that employee motivation at the Sungai Penuh City BAPPEDA Office is on good criteria with an average score of 4.5 and an achievement rate of 89.2%. This means that the motivation of employees at the Sungai Penuh City BAPPEDA Office is good. This can be seen from the need for work performance, the need for affiliation, and the need for power is good.

The results of this study are in accordance with the statement of Busro (2018), stating that motivation is a group of factors that cause individuals to behave in certain ways. Motivation is an important consideration for leaders because motivation, along with abilities, and environmental factors greatly affect individual performance. Thus, it can be said that motivation is one of the factors that can affect employee performance. The results of this study are in line with previous research which states that motivation partially has a significant effect on employee performance. The research was conducted by (Harahap & Tirtayasa, 2020).

Therefore, the Sungai Penuh City BAPPEDA Office must be able to improve the quality of employee motivation because someone who has high work motivation will show loyalty, work performance, responsibility, obedience, honesty, cooperation, and initiative, so that it will improve employee performance.

After going through the analysis as above, then by comparing between direct influence and indirect influence where the indirect influence is greater than the direct influence, Z acts as an intervening variable, thus: 1) Motivation does not act as an intervening variable between the Work Environment and the Performance of BAPPEDA Office Employees in Sungai Penuh City because the direct influence of the Work Environment on Employee Performance is greater than the influence Work Environment on Employee Performance through Motivation which is  $10.7 > 5.52$ ; 2) Motivation does not act as an intervening variable between Job Satisfaction and Employee Performance of BAPPEDA Kota Sungai Penuh Office because the direct influence of Job Satisfaction on Employee Performance is greater than the indirect influence (through Motivation), which is  $12.25 > 3.12$ .

## CONCLUSION

Based on the results of research and discussions conducted on the influence of the work environment and job satisfaction on performance with motivation as an intervening variable through analysis of pathways between exogenous variables and endogenous variables, several conclusions can be put forward, including: 1) Directly the work environment has a positive and significant influence on employee performance, so that the increasing quality of the work environment will improve performance Employees, indirectly the work environment also has a positive and significant effect on employee performance, work motivation is an intervening variable between the work environment and employee performance at the Sungai Penuh City BAPPEDA Office. This means that

the work environment can affect employee performance through work motivation; 2) Directly job satisfaction has a positive and significant influence on employee performance, so that the increasing quality of job satisfaction will increase employee performance, Indirectly job satisfaction has a positive and significant effect on employee performance, work motivation is an intervening variable between job satisfaction and employee performance at the Sungai Penuh City BAPPEDA Office. This means that job satisfaction can affect employee performance through work motivation; 3) The work environment has a positive and significant effect on employee work motivation, the more the quality of the work environment, the work motivation of employees at the Sungai Penuh City BAPPEDA Office increases; 4) Job satisfaction has a positive and significant effect on employee work motivation, the increasing quality of job satisfaction, the work motivation of employees at the Sungai Penuh City BAPPEDA Office increases; 5) Work motivation has a positive and significant influence on performance, so that the more employee motivation increases, the performance of employees at the Sungai Penuh City BAPPEDA Office increases.

## LIMITATION

Limitations in this study include several aspects to consider. First, the definition of performance used tends to be too limited, not covering all complex aspects that might affect employee performance holistically. In addition, the focus of research only on the Sungai Penuh City BAPPEDA Office can be a limitation because it does not take into account the dynamics and factors that may differ in other locations. Finally, despite finding positive and significant associations between variables, the study may not be able to provide an in-depth understanding of the causation underlying those relationships, ignoring the many internal and external factors that can influence employee performance and motivation more broadly.

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## Analysis of The Performance Determinants of Non-ASN Teachers From The Perspective of Work Motivation And Leadership Style of State Elementary Schools in Klaten Utara

Dwi Maryani<sup>\*1</sup>, Kartika Hendra<sup>2</sup>, Sakidi<sup>3</sup>

<sup>1,2,3</sup>Faculty of Economics, Universitas Islam Batik, Indonesia

\*Correspondence e-mail : [dmaryanee@gmail.com](mailto:dmaryanee@gmail.com)

**Abstract**—Study This aim for know influence in a manner simultaneous nor Partial between motivation work and style leadership head school to the performance of PNS teachers in Public Elementary Schools throughout the District North Klaten, Regency Klaten. Method study This use design study quantitative. The population in this study were all Non-ASN Coordinating Teachers for the North Klaten District of the Klaten Regency Education Office. The sampling technique uses *Total Quota Sampling* with 74 samples. Data collection techniques using observation, documentation and surveys using questionnaires. The instrument test uses validity and reliability tests. Data analysis technique using test multiple linear regression hypothesis, t test, F test and  $R^2$  test. The results of the study showed that (1) there *was* an influence of teacher work motivation on the performance of non- ASN teachers in public elementary schools in North Klaten District, Klaten Regency with the results of  $t_{count}$  of 3.809 and a sig value of 0.000, (2) There is an influence of the principal's leadership on the performance of Non- ASN teachers in Public Elementary Schools in North Klaten District, Klaten Regency with the result  $t_{count}$  of 2.784 and a sig value of 0.007 and (3) Simultaneously there is an influence of teacher work motivation and principal leadership on the performance of Non- ASN teachers in Public Elementary Schools in North Klaten District, Klaten Regency with an  $F_{count}$  of 16.285 and a significance of 0.000.

**Keywords:** *work motivation, principal leadership style, teacher performance*

### INTRODUCTION

Education is an effort to increase the intelligence of the nation's generation. Through education, individuals can acquire knowledge, skills and values that are important for dealing with life and contributing to nation building. Education also plays a role in creating a conducive environment for the growth and development of children, as well as strengthening the nation's social and moral foundations . In the context of globalization and technological advances, education also functions as a means to develop human resource capabilities in facing future challenges. Quality and equitable education can provide equal opportunities for every individual to develop optimally and contribute to the progress of the nation. Quality education rests on the performance of teachers as educators who are also qualified. Teacher performance in conveying learning, professional in carrying out duties and obligations and able to set a good example for students. Teacher performance is the ability of a teacher to carry out work in accordance with predetermined goals, which include aspects of planning lessons, implementing the learning process, creating and maintaining optimal classes , controlling optimal learning conditions , and evaluating learning outcomes. Good teacher performance will result in good student learning achievement. Teachers are said to have good and professional performance if they are able to implement the curriculum, among others by designing learning programs, implementing learning, and assessing student learning outcomes.

Based on data from the Central Statistics Agency, the distribution of teachers in Indonesia is based on age, the majority are from the millennial generation aged between

30 to 39 years with a percentage of 29.6 percent. The number of GTK in this age group is 995,108 people with the proportion of teachers as many as 851,316 people and the rest are education staff . The GTK group, which is approaching retirement age, is one level below the millennial generation . GTK in the 50 to 59 year age group in Indonesia currently number 870,694 people with a proportion of 793,780 teachers and the rest are part of the education staff . This figure fulfills 25.9 percent of the total number of GTK in Indonesia. On the other hand, around 0.2 percent of GTK who are still serving despite having retired are 6,464 people with a proportion of 4,190 teachers and the rest are education staff .

The existence of teachers, the majority of whom come from the millennial generation , is in line with the needs of the current education era which is also developing through a digitalization process or what is referred to as the era of education 4.0. There are several competencies needed by teachers to adjust to the education era 4.0, which is starting to be fully integrated digitally, including the ability to educate on an *internet basis of things ( IoT )* as basic skills, educate students to have an entrepreneurial spirit , the ability to solve problems, design strategies, to meet the psychological needs of students. Although facilitated by technology, there are several teacher roles that cannot be replaced by the presence of technology, namely the role of the teacher in developing the character and morals of students. The teacher has a role as a facilitator, motivator , inspirer , mentor, developer of creativity and the character of students who have high social empathy. The data above shows the diversity of teachers both by age and characteristics nor Each competency has advantages and disadvantages. The background of the teacher and the condition of the teacher will affect the teacher's performance both in the implementation of teaching as an educational process in schools, as well as in management administration for each teacher. Likewise, the leadership of the school principal will also be affected because of differences these conditions and characteristics .

Performance is influenced by several factors. Factors that influence teacher performance include: leadership in education, mental attitude (work motivation, work discipline, work ethic), education, skills , income levels, work climate, infrastructure, technology, and opportunities for achievement. In this regard, this study will discuss two factors identified as influencing teacher performance , namely , the principal's leadership and motivation. The principal as someone who is responsible for implementing school management has a great influence in improving teacher performance . Purwanto , (2018:16) states that a school principal is a teacher who gets additional duties as a school principal. Principal is a position given by the institution that oversees the school, it can be a foundation, the Ministry of National Education, the Ministry of Religion, or others through a certain mechanism. Determination of school principals through careful consideration, especially with regard to the qualifications needed to carry out their duties and obligations in leading school principals. Strengthening this opinion , Kompri (2019: 172) says that the principal is a person who has power and influence in determining teaching and learning activities in the school, life in the school is regulated in such a way through the leadership of a school principal. Principal leadership will be successful if they understand the existence of the school as a complex and unique organization and are able to carry out the role of the principal as someone who is given responsibility for leading the school.

Principal leadership is related to increasing self-potential as a leader. Therefore, the behavior of the principal must be able to encourage the performance of teachers by

showing a sense of friendliness, closeness, and full consideration of teachers, both as individuals and as a group. The positive behavior of the principal can encourage, direct and motivate all school members to work together in realizing the school's vision, mission and goals. In addition to having positive behavior, school principals are also required to have adequate knowledge and skills . The enthusiasm of the teachers in teaching, the enthusiasm for learning of the students, and even the optimism of parents in sending their children to school will depend heavily on the competency of the school principal. A school principal is declared competent if he has the skills to work as an expertise in his field. In addition, the principal is expected to be able to increase teacher motivation so that teacher performance can increase significantly. One of the local government organizations required to carry out compulsory service to the community is the Education Office. According to the Regulation of the Regent of Klaten Number 54 of 2021 concerning the Position of the Organizational Structure of Tasks and Functions and Work Procedures of the District Education Office Klaten , the Office of Education is the executor of government affairs in the education sector. Coordinating Education Office for North Klaten District , Regency Klaten, which is located on Jalan Ronggowarsito , Karanganom , North Klaten , Klaten oversees 14 public elementary schools with 132 teaching staff consisting of ASN and non-ASN. ASN Education Office Regional Coordinator of North Klaten District Regency Klaten as many as 58 people and Non ASN as many as 74 people who need good work performance which is expected to improve the function of the organization as a public servant. Elementary school teacher in North klaten District, Regency Klaten has diversity both from family backgrounds, education, ages, and different competencies . This diversity affects motivation and performance which are also different .

Based on this background, research on teacher performance by looking at the motivational and leadership aspects of the principal is very necessary to do. The purpose of this study was to analyze teacher performance based on the motivational and leadership factors of the principal. In order to obtain an appropriate combination of motivation and leadership type that can improve the performance of elementary school teachers in North Klaten District, Regency Klaten.

## **METHODOLOGY**

This study uses a quantitative approach. This approach is based on a theoretical framework, expert ideas, as well as the author's problems based on his experience , then developed into problems and solutions proposed to obtain justification or rejection in the form of empirical data support in the field . The location chosen to conduct this research was the Coordinating Education Office for the District of North Klaten District Klaten . The time for this research is adjusted to the achievement of the data and information needed by researchers which is carried out for one month, namely in May 2023. In determining the sample in this study using the *Total Quota technique sampling* where all members of the population are sampled in the study. This is done because the population is *relatively* small. The sample in this study were all Non-ASN Coordinating Teachers for the North Klaten District of the District Education Office Klaten , amounting to 74 people. The research variables in this study include the following. In this study the

independent variables studied were work motivation and leadership style and the dependent variable in this study was teacher performance .

### ***Data Analysis Techniques - Assumption Test Classic***

According to Ghozali (2018; 20) the classic assumption test is the initial stage used before multiple linear regression analysis. This test is carried out to be able to provide certainty so that the regression coefficients are unbiased and consistent and have accuracy in estimation . The classic assumption test was carried out to show that the tests carried out had passed data normality , multicollinearity , autocorrelation , and heteroscedasticity so that the test could be carried out to linear regression analysis.

### ***Multiple Linear Regression - Model Feasibility Test***

The regression model is an equation model that explains the relationship of one dependent variable/ *response* ( $Y$ ) with two or more independent variables/ *predictors* ( $X_1, X_2, \dots, X_n$ ). *The purpose of the multiple linear regression test is to predict the value of the dependent variable / response* ( $Y$ ) if the values of the independent variable / predictor ( $X_1, X_2, \dots, X_n$ ) is known. Besides that, it is also to be able to find out how the direction of the relationship between the dependent variable and the independent variables is. Because in this study there are 2 independent variables, so the form of the equation is as follows:

$$Y = a + b_1 X_1 + b_2 X_2 + e$$

Noted:  $Y$ : Teacher Performance,  $a$ : Constant Number,  $b$ : Regression Coefficient,  $X_1$ : Leadership,  $X_2$ : Work Motivation,  $e$ : *error*

### ***Hypothesis Testing***

Partial test (t-test) is used to test whether each variable is independent namely leadership ( $X_1$ ) and motivation ( $X_2$ ) have a positive and significant influence on the dependent variable that is teacher performance ( $Y$ ) partially . The decision-making rule in the t test in this study uses SPSS with a specified significance level of 5%.

### ***Determinant Coefficient Test***

The coefficient of determination is a measure that can be used to determine the magnitude of the influence of the independent variables on the dependent variables. If the coefficient of determination  $r^2 = 0$ , means that the independent variable has no effect at all (= 0%) on the dependent variable. Conversely, if the coefficient of determination  $r^2 = 1$ , mean dependent variable 100% influenced by independent variables. Because that's where  $r^2$  is in the interval ( interval ) between 0 and 1, algebraically expressed  $0 \leq r^2 \leq 1$ .  $r^2$  is simply a measure of progress in terms of reducing the total error (total error) .  $r^2$  denotes a reduction in the total error when a regression line is plotted.

## RESULTS AND DISCUSSION

### *Multiple Linear Regression Analysis - Model Feasibility Analysis*

Test linear regression line is done to find out whether the regression pattern is linear or not, in this test the author uses ANOVA by comparing the sig value of *Deviation From Linerity* in the ANOVA table with  $\alpha$  0.05. The test criterion is if the sig value is from *Deviation From Linerity* in the ANOVA table with  $\alpha$  0.05 with the criterion "if the sig value is on *Deviation From Linerity* > from the value of  $\alpha$  0.05 then  $H_0$  is accepted.

**Table 1.** Recapitulation of Linear Test Results for Regression Lines

Variable	Sig. Value	Condition	Decision	Conclusion
Work Motivation (X1)	0.057	$0.057 > 0.05$	Support $H_0$	linear
of School Leadership (X2)	0.113	$0.113 > 0.05$	Support $H_0$	linear

**Source:** Authors

In table 1, the calculation results show that all variables, both work motivation and school principal leadership, have sig *Deviation From Linerity* > from the value of  $\alpha$  0.05 then  $H_0$  is accepted.

### *Hypothesis Testing*

Hypothesis testing is a decision-making method based on data analysis, both from controlled trials and from observation (uncontrolled). Analysis of hypothesis testing used is analysis product moment , the analysis itself is used to determine the coefficients correlation alone or together.

### *Effect of Work Motivation (X1) on Teacher Performance (Y)*

Hypothesis 1 test aims to see whether there is a partial influence between the variables of teacher work motivation and teacher performance . The test results based on the table show that  $t_{count}$  of 3.809 and sig . 0.000. While the value of  $t_{table}$  with dk  $n-2$  equals  $37-2 = 35$  with  $\alpha$  0.05 is 1.689 thus  $t_{count} > t_{table}$  ( $3.809 > 1.689$ ) and the sig value in the test is  $<0.05$  ( $0.000 < 0.05$ ) so it can be concluded that  $H_0$  is rejected and  $H1$  is accepted. The following table test results:

**Table 2.** Recapitulation of Partial Hypothesis Tests

Variable	Unstandardized Coefficients		Standardized Coefficients		
	B	Std . Error	Betas	Q	Sig .
Work Motivation	0.585	0.154	0.396	3,809	0.000

**Source:** Authors

Thus it has meaning that teacher performance motivation has a significant effect on teacher performance , so the research hypothesis reads "There is an effect of work motivation on the performance of Non-ASN teachers in Public Elementary Schools in North Klaten District , North Klaten .

### *The Effect of Principal Leadership (X2) on Teacher Performance (Y)*

Hypothesis 2 test aims to see whether there is a partial influence between the principal's leadership variable and teacher performance . The test results show that  $t_{count}$

of 2.784 and sig . 0.007. While the value of  $t_{table}$  with dk  $n-2$  equals  $37-2 = 35$  with  $\alpha 0.05$  is 1.689 thus  $t_{count} > t_{table}$  ( $2.784 > 1.689$ ) and the sig value in the test is  $<0.05$  ( $0.007 < 0.05$ ) so it can be concluded that  $H_0$  is rejected and  $H_1$  is accepted. The following table test results:

**Table 3.** Recapitulation of Partial Hypothesis Tests

Variable	Unstandardized Coefficients		Standardized Coefficients	Q	Sig .
	B	std . Error	Betas		
Principal Leadership	0.379	0.136	0.289	2,784	0.007

Source: Authors

Thus it has meaning that teacher performance motivation has a significant effect on teacher performance , so the research hypothesis reads "There is an influence of Principal Leadership on the performance of Non-ASN teachers in Public Elementary Schools in North Klaten District, North Klaten.

***Effect of Teacher Work Motivation (X1) and Principal Leadership (X2) on Teacher Performance (Y)***

Hypothesis 3 test aims to determine whether there is a simultaneous influence between the variables of teacher work motivation and the principal's leadership on teacher performance . The test results are as follows:

**Table 4.** Summary of Simultaneous Hypothesis Testing Results

Model	Sum of Squares	df	Means Square	F	Sig .
Regression	3013,173	2	1506,586	16,285	0.000
residual	6568,462	17	92,514		
Total	9581,635	73			

Source: Authors

To test the simultaneous hypothesis, statistical analysis F was used. From the results of statistical calculations, it was obtained  $F_{count} = 16.285$  and a significance level ( Sig ) of 0.000.  $F_{table}$  with dk quantifier = 2 and dk denominator  $nk-1$  is  $37-2-1 = 34$  with  $\alpha 0.05$  is 3.28. Thus  $F_{count} > F_{table}$  or  $16.285 > 3.28$  and the significance is  $0.000 < 0.05$  then  $H_0$  is rejected and  $H_1$  is accepted, thus the hypothesis reads "There is an influence of teacher work motivation and principal leadership on the performance of Non- ASN teachers in a Public Elementary School in North Klaten District, Regency Klaten .

***Determinant Coefficient Test***

Determinant coefficient test is used to determine the percentage of influence of the independent variable on the dependent variable. The following Table 5 is the result of calculating the coefficient of determination. From the table above the determination level of 0.314 or 31.4. This shows that the percentage influence of the teacher's work motivation variable (X1) and the principal's leadership (X2) is able to explain 31.4% of teacher performance (Y) and the remaining 68.6% is influenced by other factors.



### ***The Effect of Teacher Motivation on Teacher Performance***

In this study, teacher motivation is seen in setting the physical environment, setting the work atmosphere, building discipline and respect for teachers. Physical development includes the existence of facilities and infrastructure, setting a work atmosphere in the form of creating a supportive work culture, building discipline for work ethics, and giving awards to stimulate teachers to have better performance. Based on the results of data analysis, the path coefficient  $\rho X_1 Y$  shows a value of 0.396, meaning that the magnitude of the influence of teacher work motivation ( $X_1$ ) on the performance of Non-ASN teachers in Public Elementary Schools in North Klaten District, North Klaten is 39.6% and the rest is influenced by other factors not examined in this study.

**Table 5.** Recapitulation of the Determination Coefficient Output

Model	R	R Square	Adjustments R Square	std . Error of the Estimates
1	0.561	0.314	0.295	9.61840

Source: Authors

### ***The Influence of the Principal's Leadership on Teacher Performance***

The principal's leadership in this study is seen from the work aspects of the principal which include influencing, encouraging, guiding, directing and mobilizing. Principal leadership functions as a lever for teacher performance to be more professional in carrying out tasks academically in the learning process and administratively in school management.

Based on the results of data analysis, the path coefficient  $\rho X_2 Y$  shows a value of 0.289, meaning the magnitude of the influence of the principal's leadership ( $X_2$ ) on the performance of Non-ASN teachers in Public Elementary Schools in North Klaten District, North Klaten is 28.9% and the rest is influenced by other factors not examined in this study.

### ***The Effect of Principals' Motivation and Leadership on Teacher Performance***

Based on the results of the study, statistical analysis F was simultaneously used from the results of statistical calculations to obtain  $F_{count} = 16.285$  and a significance level (Sig) of 0.000. Thus  $F_{count} > F_{table}$  or  $16.285 > 3.28$  and the significance is  $0.000 < 0.05$ , then the  $H_1$  hypothesis is accepted. Meanwhile, the R square analysis shows that the coefficient value of the influence of the teacher's work motivation variable ( $X_1$ ) and the principal's leadership ( $X_2$ ) is able to explain 31.4% of teacher performance ( $Y$ ) and the remaining 68.6% is influenced by other factors. Thus, it can be concluded that there is an influence of teacher work motivation and principal leadership on the performance of Non-ASN teachers in Public Elementary Schools in North Klaten District, North Klaten. The results of this study are corroborated by Burhanudin, (2021: 119) who explains other factors that affect teacher performance include: teacher education level, teaching supervision, upgrading program, conducive climate, facilities and infrastructure, conditions teacher's physical and mental, principal's leadership style, welfare guarantee, principal's managerial ability, training, and providing incentives.

## CONCLUSION

Based on the analysis and discussion that has been done, the following conclusions are obtained. There is an influence of teacher work motivation on the performance of State Elementary School Non-PNS Teachers in North Klaten District , Regency Klaten. This means that there is an influence between the teacher's work motivation variable and the teacher's performance variable. It was found that the work motivation of teachers influences the activities of teachers in schools to achieve maximum teacher performance. There is the influence of the principal's leadership on the Performance of Non-PNS Teachers in Public Elementary Schools in North Klaten District, Regency Klaten. This means that the principal's leadership variable and teacher performance can go hand in hand, the more conducive the principal's leadership, the better the teacher's performance level. There is an influence of work motivation and school leadership on teacher performance. The two variables of principal's leadership and teacher's work motivation run smoothly, which means the better the principal's leadership and teacher's work motivation, the higher the teacher's performance.

Based on the results of the study, there is a positive influence between teacher motivation and school leadership on teacher performance . This confirms that the main components that influence teacher performance are the motivation and leadership of the principal. Then the implications of this research are as follows. To improve teacher performance , good motivation is needed internally nor external. Therefore things that support teacher work motivation such as setting the physical environment , setting the working atmosphere, teacher discipline and respect for teachers need to be improved in order to improve teacher performance comprehensively. Principal leadership influences teacher performance. So that leadership that leads to efforts to influence, encourage, guide, guide and move teachers needs to be improved in order to be able to improve teacher performance. Giving awards to teachers who have good performance will motivate teachers in carrying out activities his work both in learning and administration should be developed in various strategies. A positive discipline culture in the work atmosphere at school will reduce the emergence of various problems at work, as well as support the creation of a conducive work environment that needs to be maintained together in order to improve teacher performance.

## LIMITATIONS

This research has been attempted and carried out in accordance with scientific procedures, however, it still has limitations, namely: The results of the study only apply to non-PNS teachers at public elementary schools in North Klaten sub-district , district Klaten , so it cannot be generalized. The factors that influence teacher performance in this study are only seen from 2 variables, namely consisting of work motivation and the principal's leadership, while there are many other factors that affect teacher performance .

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## The Influence of Digital Marketing And Electronic Word Of Mouth On Purchasing Decisions Through Trust In Matahari Department Store Pekanbaru City Consumers

Yonanda Habibi, Aida Nursabti<sup>\*1</sup>, Deny Dannar Rahayu<sup>2</sup>

<sup>1,2</sup>Management, Faculty of Economy And Business, University Riau, Indonesia

\*Correspondence e-mail: [yonandahabibi11@gmail.com](mailto:yonandahabibi11@gmail.com)

**Abstract**– This study was conducted with the aim of knowing the effect of digital marketing and electronic word of mouth on purchasing decisions of the Pekanbaru community at the Matahari Department Store through consumer confidence. The population in this study were Pekanbaru people who had shopped at Matahari Department Store in Pekanbaru City. Sampling in this study was carried out using purposive sampling technique using the Lemeshow formula, so that the number of samples in this study were 100 respondents. The data analysis method of this study uses the Structural Equation Modeling - Partial Least Square (SEM-PLS) analysis method with SmartPLS software version 4.0.9.2. The results showed that there is a positive and significant influence between digital marketing on consumer trust. There is a positive and significant influence between electronic word of mouth on consumer trust. There is a positive and significant influence between digital marketing on purchasing decisions. There is a positive and significant influence between electronic word of mouth on purchasing decisions. There is a positive and significant influence between consumer confidence on purchasing decisions. There is a positive and significant influence between digital marketing on purchasing decisions through consumer confidence. There is a positive and significant influence between electronic word of mouth on purchasing decisions through trust.

**Keyword:** *digital marketing, electronic word of mouth, trust and purchasing decisions*

### INTRODUCTION

The development of the internet in Indonesia is starting to rapidly follow technological developments among the Indonesian population, especially with the development of internet infrastructure in Indonesia, such as wifi access, fiber networks and so on. Based on survey results from the Indonesian Internet Service Providers Association (APJII), internet users in Indonesia reached 215.63 million people in the 2022-2023 period. This figure is a very fantastic figure when compared to the total population of Indonesia. Results Based on data from the Central Statistics Agency (2022), Indonesia's population will increase again to 275.77 million people by mid-2022. This means that 78.2% of Indonesia's population are internet users.

This technological development has made marketers from various companies use it as support for digital marketing. This forces every marketer to innovate in improving marketing levels. One of the steps taken by marketers is to create social media, such as: Instagram, Facebook, Twitter, Youtube, Tiktok, websites and various other digital media. Retail companies are one of the companies that feel the impact of these technological developments. Various retail companies have expanded their marketing by developing digital marketing. Retail companies that have done this, such as: PT. Ramayana Lestari Sentosa and PT. Matahari Department Store.

Digital marketing is one of the marketing media that is currently in great demand by the public to support various activities. Little by little they are starting to leave the

conventional or traditional marketing model and switch to modern marketing , namely digital marketing , where communications and transactions can be carried out at any time in digital marketing. Currently the internet plays an important role in determining consumer purchasing decisions.

Seeing the large number of social media users, both: Facebook, Instagram and Twitter, many companies are starting to enter this social media for the benefit of the company, whether to: increase awareness, engage with customers, and now there are also several companies that have done so online sales .

In digital marketing , PT Matahari Department Store, Tbk has made many innovations in line with the public's demands to get fashion information quickly and accurately. Matahari Mall.com was first announced by the Lippo Group on February 25 2015. Since the beginning, the Lippo Group has prepared MatahariMall.com to become a trading site in Indonesia. To support this, the Lippo Group has allocated investment funds of US\$500 million or around six trillion rupiah. Apart from that, Matahari Department Store has added promotional channels through social media, such as: Instagram, Facebook and Twitter .

Digital marketing can also find out consumer responses to the products offered by looking at uploaded testimonials or comments. Good communication can strengthen good relationships with consumers. This will indirectly provide satisfaction for consumers because consumers feel cared for. When consumers are satisfied, consumers will give positive testimonials and then recommend them to other people.

Recommendations can be made, via social media or from electronic Word of Mouth. Electronic Communication Word of Mouth is where individuals exchange information, especially about good things so that they can influence consumer decisions and will make the business successful (Supranto, et.al., 2011) . This statement is in line with research conducted by Onbee Marketing Research in collaboration with SWA Magazine (2009) proves that the level of e- WOM Conversation is 85% and makes WOM a source of information to change decisions by 67%. The effect of WOM is very large, in fact many marketers have used it because it comes from a trusted source.

Recommendations from people closest to you and some review in Social media and blogs give rise to consumer confidence in a product. According to Kotler and Keller (2012) Trust is a cognitive component of psychological factors. Trust relates to belief that something is true or false on the basis of: evidence, suggestion, authority, experience and intuition. The higher the reviews or popularity of a product, the higher the trust. Buyers will be increasingly confident that the product really exists and is trustworthy.

Purchasing decisions are a type of selection and intention to buy the most preferred brand among several brands (Kotler and Keller, 2016) . Marketers must understand purchasing decisions to determine consumer intentions towards a product or to predict future consumer behavior (Sipayung and Sinaga, 2017) . The purchase decision is the point in the buyer's decision-making process where the consumer actually buys. Individual decision making is directly involved in obtaining and using the goods offered (Kotler and Keller, 2016) .

This research was based on several phenomena that occurred at PT. Matahari Department Store as previously explained. From this phenomenon, researchers are interested in researching more deeply about "The Influence of Digital Marketing and Electronic Word of Mouth on Purchasing Decisions through Trust in Matahari Department Store Consumers Pekanbaru City"

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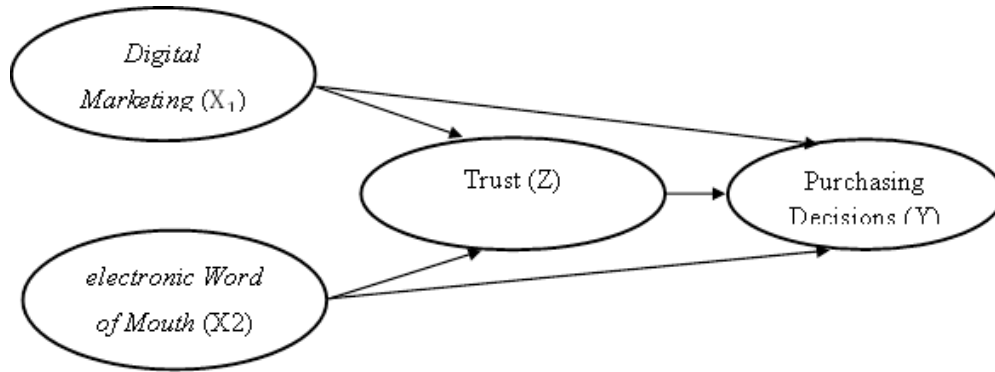
## METHODOLOGY

This research was conducted at Matahari Department Store in Pekanbaru City. Data collection in this research was carried out for approximately/more than 3 months. Population is a generalized area consisting of objects/subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn (Sugiyono, 2020) . In collecting data, the population for this research were the people of Pekanbaru who had shopped at the Matahari Department Store in Pekanbaru City. Sugiyono (2020) explained that the sample is part of the number and characteristics of the population. For this reason, samples taken from the population must be truly representative.

Sampling in this research was carried out using purposive sampling technique . Sugiyono (2020) stated that purposive sampling is a sample research technique with certain considerations, namely the people of Pekanbaru who have shopped at Matahari Department Store. Type study Which used is study quantitative. Study Quantitative is research carried out by collecting data in the form of number. Data Which form number the Then processed And analyzed For get scientific information behind these numbers (Martono, 2011: 20). Quantitative research collects data and is accompanied by analysis which is testing and objective . This method is used as an internal tool testing a hypothesis to find out whether there is a direct or indirect influence digital marketing, electronic word of mouth and trust on buying decision .

Digital Marketing is a media that is used as a platform to build the brand image of a company or product and also supports the sales function to target consumers (Gorokhova, 2021). The aim of Digital Marketing is to maintain a communication process with customers, where customers get information about products, characteristics, prices and sales conditions (Makrides, et.al., 2020). Based on results Research conducted by (Fransilia, 2019), (Erlangga, et.al., 2021) and (Umair, et.al., 2021) shows that digital marketing has a positive influence on purchasing decisions. So The better the digital marketing , the higher the purchasing decision . Based on description on, There is influence Which significant between digital marketing on purchasing decisions. EWOM or reviews left by previous customers can provide an idea to potential customers who want to purchase a product or service (Lkhaasuren and Nam, 2018). Even though it is included in one of the traditional marketing strategies, this strategy is still considered one of the most effective strategies (Lkhaasuren and Nam, 2018). Purchasing goods on e-Commerce platforms is often influenced by ratings, reviews and recommendations from consumers who have made purchases (Lazaroiu, et.al., 2020). According to study (Lkhaasuren and Nam, 2018), (Harto, et.al., 2021) and (Mekawie and Hany, 2019) concluded that there is a positive and significant influence between electronic word of mouth on purchasing decisions. If electronic word of mouth is good, then this can increase purchasing decisions, and vice versa, if electronic word of mouth is still not good, it will reduce purchasing decisions. Trust can be a fundamental factor in determining technology use among users (Porter and Donthu, 2008), Trust has become the basis for online transactions , as it reduces the risk of becoming a victim of opportunistic behavior (Khwaja, et.al., 2020). When a consumer posts positive comments on a social platform , these opinions positively influence the level of confidence of other consumers in their purchasing decisions during their information search (Ventre and Kolbe, 2020). According to research (Istiqomah, et.al, 2019) and (Dewi, et.al, 2016) concluded that there is a positive and significant influence between trust and purchasing decisions. If

trust is good, then this can increase purchasing decisions, and vice versa, if trust is still not good it will reduce purchasing decisions. Based on explanation on, so framework thinking Which used in study This realized in Figure 1:



**Figure 1.** Research Model

**Development Hypothesis**

Hypothesis is as answer temporary to formulation problem research, therefore research problem formulations are usually arranged in the form question sentence (Sugiyono, 2020 ). Based on the formulation of the objective problem research the theoretical basis and framework of thought above then the hypothesis, which submitted to be tested in this research are as follows : H1: It is suspected that digital marketing has an influence on consumer trust in Matahari Department Store; H2: It is suspected that electronic Word of Mouth influences consumer trust in Matahari Department Store; H3: It is suspected that digital marketing influences purchasing decisions at Matahari Department Store; H4: It is suspected that electronic word of mouth influences purchasing decisions at Matahari Department Store; H5: It is suspected that consumer confidence influences purchasing decisions at Matahari Department Store; H6: It is suspected that digital marketing influences purchasing decisions at Matahari Department Store through trust; and H7: It is suspected that electronic Word of Mouth influences purchasing decisions at Matahari Department Store through trust.

**RESULTS AND DISCUSSION**

Testing data done For test outer model ( validity And reliability ), inner model and hypothesis testing. Instrument in this research is a questionnaire. Evaluation of Measurement Model or outer model is useful for measuring the relationship between latent variables and their indicators or it could be said that this measurement model defines how each indicator relates to its latent variable. There are several tests carried out, namely: Convergent Validity (loading factor and average variance extracted), Discriminant Validity (fornell-larcker criterion and cross loading), Composite Reliability and Cronbach's Alpha. The results of the tests that have been carried out are as follows:

**Validity Test**

There are several tests carried out, namely: Convergent Validity (factor loading and average variance extracted), Discriminant Validity (fornell-larcker criterion and cross loading). Based on testing validity Which done to indicators This research variable resulted in all indicators consisting of research variables from Purchasing Decisions (Y),



Digital Marketing (X1), Electronic Word Of Mouth (X2), and Trust ( Z ) are expressed valid .

**Table 1 . Loading Factor**

	Digital Marketing	Electronic Word of Mouth	Decision Purchase	Trust Consumer
x1.1	0.834			
x1.2	0.821			
x1.3	0.803			
x1.4	0.853			
x1.5	0.783			
x1.6	0.740			
x2.1		0.832		
x2.2		0.866		
x2.3		0.836		
y4.1			0.763	
y4.2			0.828	
y4.3			0.802	
y4.4			0.861	
y4.5			0.865	
y4.6			0.821	
z3.1				0.858
z3.2				0.877
z3.3				0.861

**Source:** Authors

In table 1 , it can be seen that the original sampling of each indicator from the Purchasing Decision (Y), Digital Marketing (X1), Electronic Word of Mouth (X2), and Trust ( Z ) variables has a loading factor value above 0.7, thus these indicators can declared valid as a variable measure.

**Table 2 . Average Variance Extracted (AVE)**

	Average Variance Extracted (AVE)	Information
Digital Marketing	0.650	Valid
Electronic Word of Mouth	0.714	Valid
Buying decision	0.679	Valid
Consumer Confidence	0.749	Valid

**Source:** Authors

In table 2 , it can be seen that the value of each research variable has results above 0.5, so based on these results it can be said that all variables are valid and have met the testing criteria. From table 3 , it can be seen that the *square root* value of AVE along the diagonal line has a greater correlation between one construct and another, so it can be concluded that the construct has a good level of validity.

**Table 3 . Fornell-Larcker Criterion**

	Digital Marketing	Electronic Word of Mouth	Decision Purchase	Consumer Confidence
Digital Marketing	0.806			
Electronic Word of Mouth	0.845	0.888		
Buying Decision	0.834	0.910	0.932	
Consumer Confidence	0.865	0.893	0.910	0.913

Source: Authors

Based on table 4, the results show that the indicators for the variable itself have a greater value than the indicator values for the other variables, namely: *Digital Marketing* 0.8 34, 0.8 21, 0.803 , 0.8 53, 0.783, 0.740. *electronic Word o f Mouth* 0.832, 0.866, 0.836. *Purchase Decision* 0.763 , 0.8 28, 0.8 02, 0.861, 0.865, 0.821 . *Consumer Confidence* 0.858, 0.877, 0.861. So it can be said that all indicators meet the criteria and are declared valid.

**Table 4 . Cross Loading**

	Digital Marketing	Electronic Word of Mouth	Decision Purchase	Trust Consumer
x1.1	0.834	0.737	0.707	0.7
x1.2	0.821	0.723	0.699	0.757
x1.3	0.803	0.791	0.861	0.819
x1.4	0.853	0.743	0.854	0.752
x1.5	0.783	0.623	0.698	0.643
x1.6	0.74	0.661	0.602	0.616
x2.1	0.682	0.832	0.708	0.718
x2.2	0.789	0.866	0.865	0.723
x2.3	0.775	0.836	0.729	0.861
y4.1	0.773	0.644	0.763	0.633
y4.2	0.764	0.772	0.828	0.82
y4.3	0.72	0.71	0.802	0.685
y4.4	0.781	0.784	0.861	0.877
y4.5	0.789	0.866	0.865	0.723
y4.6	0.741	0.709	0.821	0.759
z3.1	0.762	0.743	0.777	0.858
z3.2	0.781	0.784	0.861	0.877
z3.3	0.775	0.836	0.729	0.861

Source: Authors

**Test Reliability**

*Reliability* testing of all items or statements used In this research, *Cronbach's Alpha* statistical test was used ( $\alpha$ ) and *Composite Reability*. On testing reliability of research variable indicators, namely Digital Marketing, Electronic Word Of Mouth, Trust and Purchasing Decisions show results the indicators reliable Where *Cronbach's alpha* > 0.7 and *composite reliability* > 0.7 . The following is a table *reliability* test results of each variable study:

The reliability test results show that the reliability coefficient value foreach variable is greater than the provisions, namely: 0.7 so the instrument is usedstated reliable.

**Table 5 . Results Cronbach's Alpha**

	Cronbach's alpha	Information
Digital Marketing	0.892	Reliable
Electronic Word of Mouth	0.800	Reliable
Buying Decision	0.905	Reliable
Consumer Confidence	0.833	Reliable

**Source:** Authors

From table 6 , each variable has a construct value above 0.7 with descriptions namely *Digital Marketing* 0.899, *Electronic Word of Mouth* 0.802, *Purchasing Decisions* 0.908 and *Consumer Confidence* 0.834, it can be stated that all constructs are reliable. *Evaluation of Structural Model* or structural model describes the relationship between latent variables in a model that is based on theory from research. This relationship describes the relationship between exogenous and endogenous variables. This relationship pattern was analyzed using statistical techniques, namely *path analysis*. From this inner model, we will obtain the magnitude of the influence of exogenous variables on endogenous variables, both directly and indirectly.

**Table 6 . Results Composite Reability**

	Composite Reliability	Information
Digital Marketing	0.899	Reliable
Electronic Word of Mouth	0.802	Reliable
Buying Decision	0.908	Reliable
Consumer Confidence	0.834	Reliable

**Source:** Authors

**R-Square Test (R2)**

Ghozali (2013) states that the *R-Square* value range is categorized into 3 levels, namely: low category with *R-Square* 1–40%, medium category 41–70% and high category 71–100%. The following are the results of the *R-Square test* :

**Table 7 . R-Square**

	R-Square	Adjusted R-Square
Buying Decision	0.902	0.899
Consumer Confidence	0.862	0.859

**Source:** Authors

The test results obtained an *R-Square* value for the *Purchasing Decision* variable of 0.902 ( 90.2 % ) and *Consumer Trust* of 0.862 ( 86.2 % ) so it can be concluded that *Purchasing Decisions* have a high level of *R -Square* value and *Consumer Trust* has a High level *R-Square* .

**Predictive Relevance Test (Q2)**

*Q2* value > 0 indicates that the model has *predictive relevance* , while a *Q2* value < 0 indicates that the 90 model lacks *predictive relevance* ( Ghozali and Latan, 2015) .

Based on the table, it is known that the *Q2* value for the two dependent

(endogenous) variables is 0.8 86 for the structural model with the dependent variable Purchase Decision and 0.858 for the structural model with the dependent variable Consumer Trust. Meanwhile, the Q2 value for the two endogenous variables has a value of 0.986. By looking at this value, it can be concluded that this research has good observation value because the Q2 value is > 0 (zero).

**Table 8 . Predictive Relevance**

	Q2	Q2 = 1 - (1-R1 <sup>2</sup> ) (1-R2 <sup>2</sup> )
Buying Decision	0.886	0.986
Consumer Confidence	0.858	

**Source:** Authors

**Model Fit Test**

Model fit testing is carried out to see how good the model being studied is. In this test it is necessary to pay attention to the model being studied by looking at the results on the NFI (Normed *Fit Index* ). The NFI value shows what percentage of the model under study is *fit* . The results of the tests that have been carried out are as follows

**Table 9 . Fit Models**

	Saturated Model	Estimated Model
SRMR	0.092	0.092
d_ ULS	1,435	1,435
d_ G	2,953	2,953
Chi-square	391,752	391,752
NFI	0.692	0.692

**Source:** Authors

In the table, it can be seen that if the resulting *Normed Fit Index value* is 0.692 or if converted into a percentage, the research model carried out has a good value of 69.2 %. However, based on the SRMR or *standardized Root Mean Square value* , the value is 0.092 < 0.10 so the model is said to be *fit*. So it can be concluded that the model fits the data.

**Hypothesis Test**

Path coefficients testing is carried out to see the values between variables that have a direct relationship. The value that must be had is above 0 which means positive, if the value is below 0 then this means the direction of the direct relationship between the variables is negative.

**Table 10 . Path Coefficients Results**

	Digital Marketing	Electronic Word of Mouth	Buying decision	Consumer Confidence
Digital Marketing			0.432	0.401
Electronic Word of Mouth			0.270	0.554
Decision Purchase				
Trust Consumer			0.282	

**Source:** Authors

In the table above, it can be seen that four variables that have a direct relationship have

positive values ( $>0$ ).

**T-Statistics**

The t-statistics test was carried out to test the significance of the overall influence of exogenous variables on endogenous variables. The required t-statistics values are above 1.96 and p-values below 0.05.

**Table 11 . T-Statistics Results**

	Original Sample	Sample Mean	Standard Deviation	T Statistics	P-values
Digital Marketing -> Purchase Decisions	0.432	0.427	0.095	4,568	0,000
Digital Marketing -> Consumer Trust	0.401	0.400	0.107	3,753	0,000
Electronic Word of Mouth -> Purchase Decision	0.270	0.273	0.102	2,641	0,004
Electronic Word of Mouth -> Consumer Trust	0.554	0.554	0.101	5,486	0,000
Consumer Confidence -> Purchasing Decisions	0.282	0.284	0.104	2,701	0,004

**Source:** Authors

In the table above is a tabulation of the results of *t-statistics testing* on variables that have a direct influence. From the results obtained, it can be concluded that there are four variables, namely; *Digital Marketing* - Buying decision 4 . 568 and 0,000 , *Digital Marketing* – Consumer Confidence 3,753 and 0,000 , *electronic Word of Mouth* - Purchase Decisions 2.641 and 0.00 4 , *electronic Word of Mouth* - Consumer Confidence 5.486 and 0.000 , and Consumer Confidence - Purchasing Decisions 2.70 1 and 0.00 4 . This shows that all of these variables have a direct positive and significant influence because they have *t-statistics values* above 1.96 and *p-values* below 0.05.

**Tables 12 . T-statistics indirect effects results**

Hypothesis	Original Samples	Sample Mean	Standard Deviation	T Statistics	P - values
Digital Marketing -> Consumer Trust -> Purchase Decision	0.156	0.156	0.061	2,543	0.006
electronic Word Of Mouth -> Consumer Trust -> Purchase Decision	0.113	0.115	0.057	1,985	0.024

**Source:** Authors

In the results of the table above , it can be seen that the influence *Digital Marketing* on Purchasing Decisions mediated by Consumer Trust has significant results with *t - statistics results* of 2.453 and *p -v alues* 0.006 . Another variable is influence *electronic Word of Mouth* on Purchasing Decisions mediated by Consumer Trust has *t- statistical results* 1.985 and *p - values* 0.0 24 .

**The Influence of Digital Marketing on Consumer Trust**

It can be concluded from the data that a result is obtained that the first hypothesis "It is suspected that Digital Marketing has a positive effect and significant to Trust on Matahari Department Store Consumers Pekanbaru City " accepted , with a t-statistic value of 3.753, greater than 1.96, and a p- value of 0.000, smaller than 0.05. Can said Digital Marketing positive influence And significant to Trust so that the first hypothesis is

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accepted.

### ***Influence Electronic Word of Mouth on Consumer Trust***

It can be concluded from the data that a result is obtained that the second hypothesis "It is suspected that Electronic Word of Mouth has a positive effect and significant to Trust on Matahari Department Store Consumers Pekanbaru City " accepted , with obtain The *t*-statistic value of 5.486 is greater than 1.96, and the *p*- value of 0.000 is smaller than 0.05. Can said Electronic Word of Mouth positive influence And significant to Trust so that the second hypothesis is accepted.

### ***Influence Digital Marketing on Purchasing Decisions***

It can be concluded from the data that a result is obtained that the third hypothesis "It is suspected that *Digital Marketing* has a positive effect and significant to Purchasing Decisions on Matahari *Department Store* Consumers Pekanbaru City" accepted , with obtain The *t*-statistic value of 4.568 is greater than 1.96, and the *p*- value of 0.000 is smaller than 0.05. Can said *Digital Marketing* is influential positive and significant to Buying decision , so that the third hypothesis is accepted.

### ***Influence Electronic Word of Mouth on Purchasing Decisions***

It can be concluded from the data that a result is obtained that the fourth hypothesis "It is suspected that *electronic Word of Mouth* has a positive effect and significant to Purchase Decision i on Matahari *Department Store* Pekanbaru City ” accepted , with obtain The *t*-statistic value of 2.641 is greater than 1.96, and the *p*- value of 0.000 is smaller than 0.05. Can said *electronic Word of Mouth* positive influence And significant to Buying decision, so that fourth hypothesis accepted.

### ***Influence Confidence in Purchasing Decisions***

It can be concluded from the data that a result is obtained that the fifth hypothesis "It is suspected that trust has a positive effect and significant to Purchasing Decisions on Matahari *Department Store* Pekanbaru City” accepted , with obtain The *t*-statistic value of 2.701 is greater than 1.96, and the *p*- value of 0.000 is smaller than 0.05 . Can said Consumer confidence has an influence positive and significant to Buying decision so that fifth hypothesis accepted .

### ***Influence Digital Marketing on Purchasing Decisions, Through Trust***

It can be concluded from the data that a result is obtained that the sixth hypothesis "It is suspected that Digital Marketing has a positive effect and significant to purchasing decisions through trust in Matahari Department Store Pekanbaru City ” accepted , with The *t*-statistic value of 2.453 is greater than 1.96, and the *p*-value of 0.04 is smaller than 0.05 . Can said Digital Marketing is influential positive and significant to Purchase Decisions, through Trust so that the sixth hypothesis is accepted.

### ***The Influence of Electronic Word of Mouth on Purchasing Decisions, Through Trust***

It can be concluded from the data that a result is obtained that the seventh hypothesis "It is suspected that *electronic Word of Mouth* has a positive effect and significant to Purchasing Decisions m through Trust on Matahari *Department Store* Pekanbaru City ”accepted, with with a *t*-statistic value of 1.985 which is greater than 1.96, and a *p*-value

of 0.024 which is smaller than 0.05 . Can said *electronic Word of Mouth* is influential positive and significant to Purchase Decisions Through Trust so that seventh hypothesis accepted.

## CONCLUSION

From results study Which has displayed And discussed on chapter previously, so conclusion which can be taken from this research as follows: 1) Digital Marketing has a positive and significant effect on Consumer Trust. The better the digital marketing , the more consumer trust will increase; 2) Electronic Word of Mouth has a positive and significant effect on Consumer Trust. The better the electronic Word of Mouth , the more trust will increase; 3) Digital Marketing has a positive and significant effect on Purchasing Decisions. The better Digital Marketing is, the more Purchasing Decisions will increase; 4) Electronic Word of Mouth has a positive and significant effect on Purchasing Decisions. The better the electronic Word of Mouth , the more purchasing decisions will increase; 5) Consumer Confidence positive and significant effect on Purchasing Decisions. The higher the level of Trust, the more Purchasing Decisions will increase; 6) Digital Marketing on purchasing decisions through trust has a positive and significant influence . The better Digital Marketing is coupled with the role of Trust as an intervening variable , the more Purchasing Decisions will increase; and 6) Electronic Word of Mouth on purchasing decisions through trust has a positive and significant influence . The better Digital Marketing is coupled with the role of Trust as an intervening variable , then Purchase Decisions will increase.

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## The Influence of Work Environment And Work Competence on Employee Performance With Job Satisfaction As Intervening Variable at PT XYZ Batam

Indra Wahyu Lasmana<sup>\*1</sup>, Dewita Suryati Ningsih<sup>2</sup>, Dian Puspita Novrianti<sup>3</sup>

<sup>1,2,3</sup>Management Department, Faculty of Economics and Business, Riau University

\*Correspondence e-mail: [indra.wahyu1945@student.unri.ac.id](mailto:indra.wahyu1945@student.unri.ac.id)

**Abstract**—This research aims to determine the influence of the work environment and work competency on employee performance with job satisfaction as an intervening variable in the marketing department of PT. XYZ Batam. The population in this study was 85 employees. Primary data was collected using a questionnaire as an instrument to prove the research results. To test the hypothesis in this research, path analysis was carried out in two stages. The sampling technique chosen was the census method (85 PT employees). The research results showed that: 1) The work environment has a positive and significant influence on the performance of PT employees. Performance at PT. XYZ Batam. 2) The work environment has a positive and significant influence on the performance of PT employees. Performance at PT. XYZ Batam. 3) The work environment has a positive and significant influence on the performance of PT employees. and significant influence on job satisfaction at PT. XYZ Batam. 4) Work competency has a positive and significant influence on job satisfaction at PT. XYZ Batam. 5) Job satisfaction has a positive and significant influence on the performance of PT employees. XYZ Batam. 6) The work environment has no effect on employee performance which is mediated by job satisfaction at PT. XYZ Batam. 7) Work competency has no effect on employee performance which is mediated by job satisfaction at PT. XYZ Batam

**Keywords:** *work environment, work competence, job satisfaction and employee performance*

### INTRODUCTION

Employee performance is the contribution made by employees to the implementation of work in the company. Performance measures the relationship between the output produced and certain inputs (Hartati et al., 2020). Employee performance is an important thing to pay attention to. We can find out the current condition of the company by looking at the performance of the employees. When employee performance is poor, the company cannot produce optimally. Vice versa, if the performance is good then the company will also be good.

PT. XYZ Batam is a company located in Batam city in the Batu Ampar area and this company has been around for a long time. PT. XYZ Batam remains the fourth Asian classification institution after Japan, China and Korea and the only national classification institution tasked with classifying Indonesian-flagged and foreign-flagged commercial vessels that routinely operate in Indonesian waters. PT. XYZ Batam has classified ships based on hull construction, engines and electrical installations to evaluate the ship's seaworthiness. The results of observations made by the author regarding employee performance issues are: 1) There are still some employees who need more initiative at work; 2) Lack of employee behavior in developing co-workers and awareness of collaborating with co-workers is still not optimal. Employees tend to prefer to work individually; 3) Employees are still less skilled in doing their work so that the products produced are not on time; and 4) Employees are still unable to correct mistakes at work, so the same mistakes also occur when completing work.

In addition, the performance achievement (GPA) of several employees is at value  $0\% < KPI \leq 88\%$  : P1 (Poor) means it is in the poor category. The low performance of employees as seen in the performance achievements above greatly influences the company's performance. The low achievement of employee performance cannot be separated from the influence of work environment factors and work competency. The work environment is a very important place for us in an organization. Because that's where we do our activities or do our work. Of course we want to be comfortable at work and have a positive impact on our work. In today's world, things happen when someone pretends to like us to our face while we lag behind us. This work environment is very uncomfortable for us. A toxic environment is one where there is no good communication and leaders are not respectful or responsive to their employees' needs. For example, when we ask for help, but the help feels uncomfortable, it is a sign that our work environment is not good. Every company has employees whose job it is to carry out operational activities. They are active in the work environment which can affect their productivity. However, after observing the existence of work environment problems at PT. XYZ Batam is the physical work environment at PT. XYZ Batam can be seen in the table 2.

**Table 1.** Resume Achievement Performance Measure (GPA) Employees of PT. XYZ Batam

No	Name	GPA Ori (%)	Correction (%)	GPA New (%)
1	Rusdin Haluddin	97	-14,00	83
2	Marzuki Dg. Lailo	100	-17,00	83
3	Zulfadli, Amd	100	-17,00	83
4	Berman Saragih	97	-17,00	80
5	helpi Torong	99	-18,00	81
6	Ahdiyar, ST	103	-21,00	82
7	Irvan Iskandar	92	-9,00	83
8	Ary Firmansyah	104	-22,00	82
9	Boyni Fitaloka	93	11,00	82
10	Andi Ikbar	103	-21,00	82
11	Kadar Pattonra	97	-14,00	83
12	M Ryan Andhika	105	-22,00	83
13	Hendra Ady Saputra	104	-22,00	82
14	Marisandi	103	-21,00	82
15	Angga Saputra	103	-21,00	82
16	Budi Santoso	103	-21,00	82
17	Hendy Zulfan	107	-25,00	82
18	Sultan Abbas	107	-27,00	80
19	Andi Muliadi	103	-21,00	82
20	Sudirman	96	-14,00	82
21	Pajaruddin	103	-22,00	81
22	Maniah	96	-13,00	83
23	Rusdy Wangsa	90	-10,00	80
24	Muhammad Zul Asip	90	-10,00	80
Mean			-17,92	81,88

**Source:** Observation Results of PT. XYZ Batam

**Table 2.** Environmental Conditions of PT. XYZ Batam

No	Workplace Conditions	Category
1	Light	Quite good
2	Air temperature	Not good
3	Air Circulation	Not good
4	Atmosphere/Noise	Not good
5	Color	Not good
6	Room	Not good
7	Smell – Smell	Not good
8	Security	Quite good
9	other facilities	Not good
10	Communication between employees or employees with superiors	Not good
11	The relationship between employees or employees with superiors	Not good

**Source:** Observation Results of PT. XYZ Batam

Apart from the work environment, work competency can also determine whether an employee's performance is good or bad. Competence is a relatively stable inherent characteristic of a person that can be measured from his behavior at work and in other situations. In other words, competency is a skill possessed by every individual or person in carrying out their duties and responsibilities. According to Rivai (2009), competency standards can be interpreted as the abilities that a person must have in carrying out a job based on knowledge, skills and work attitudes in accordance with the conditions set by the job. With competency standards that have been mastered, employees will be able to carry out and manage work so that it can be carried out.

**Table 3.** Employee Education LevelPT. XYZ Batam

Year	SMA/SLTA	D2	D3	S1	Number of employees
2017	42	3	11	24	80
2018	45	5	10	22	82
2019	44	4	9	25	82
2020	45	4	6	29	84
2021	45	5	6	29	85
2022	44	5	7	29	85

**Source:** PT. XYZ Batam

From the table 3, it can be seen that employee education levels have increased and decreased from 2017-2021. In every company, improving the skills and competencies of leaders and workforce is very necessary. In this case, it is the responsibility of the company leadership because both directly and indirectly it will affect the level of work productivity of the workforce itself. The efforts made are to manage people (crew) with all the potential they have in order to obtain quality human resources from both the employee and organizational point of view.

Based on interviews conducted by the author at PT This is because there are still employees who are high school/vocational school graduates and do not have work experience in their field. And it is hoped that training and education, both facilitated by the company and personally, can improve employee performance.

Seeing the phenomena that occur, a work environment that is less supportive and poor work competence causes employees to feel less satisfied in carrying out their work. For the initial survey, the author distributed questionnaires to 20 employees by asking several questions to see job satisfaction at PT. XYZ Batam. The results of distributing the questionnaire will be displayed in the following table. Observation of 20 people at PT. XYZ Batam.

**Table 4.** Results of Pre-Survey Assessment of Job Satisfaction at PT XYZ Batam

NO	statement	Agree	Don't agree
<b>The job itself</b>			
1	The work I do is according to my abilities	8	12
<b>Wages</b>			
2	The salary given is enough to meet my needs	7	13
<b>Promotion</b>			
3	I have the opportunity to be promoted	6	14
<b>Supervisor</b>			
4	Leaders routinely carry out supervision	9	11
<b>Work colleague</b>			
5	My relationship with co-workers is good and friendly	8	12
<b>Amount</b>		<b>38</b>	<b>62</b>

**Source:** Authors

Based on table, the respondents' answers regarding job satisfaction at PT. XYZ Batam, by distributing questionnaires to 20 researchers who were submitted by the author, employees who answered agreed with the questions asked by the author with a total score of 38 or 38%, this was allegedly not yet optimal satisfaction, but on the contrary there were still many employees who answered disagree with the questions asked by the author with a total score of 62 or 62%, this shows that there are still several employees at PT. XYZ Batam who was dissatisfied with the work he was doing. The following are the results of observations that the author made regarding compensation issues, namely: 1) There are still employees who feel dissatisfied with their surrounding environment, which makes them uncomfortable at work; 2) There are still employees who feel dissatisfied with the skills they have to support their performance; and 3) There are still employees who feel dissatisfied with the complete facilities they receive to support their work. Based on the description above, researchers will examine "The Influence of the Work Environment and Work Competence on Employee Performance with Job Satisfaction as an Intervening Variable at PT XYZ Batam".

## METHODOLOGY

This research was conducted at PT XYZ Batam, Riau Islands Province. This research was carried out in August – October 2023 after the proposal was approved. The following types of data are used in this research, namely quantitative data obtained

through questionnaire surveys distributed to respondents in the research and qualitative data obtained through interviews distributed to respondents in the research.

Furthermore, the data sources used in this research are as follows: Primary data was obtained by distributing questionnaires to PT XYZ Batam employees who were willing to become respondents and fill out the questionnaire. Andor secondary through other people or documents. Secondary data in this research is the attendance list and number of employees at PT XYZ Batam. Population and sample in this research were all 85 employees of PT XYZ Batam. In this research, data was collected using questionnaires, observations and interviews with PT XYZ Batam employees. Data processing techniques use path analysis.

## RESULT AND DISCUSSION

### *Data Analisis*

From the table 5, it can be seen that the calculated r value for each question item is greater than the r value in the table 0.210. The table above shows that the question items have a correlation value that is greater than the r table. So it can be concluded that each question item in the questionnaire is declared valid and worthy of analysis.

**Table 5.** Results of Questionnaire Validity Analysis

Variable	Statement	Correlation coefficient	Table R values	Conclusion
Work environment	K1	0.729	0.210	Valid
	K2	0.788	0.210	Valid
	K3	0.585	0.210	Valid
	K4	0.766	0.210	Valid
	K5	0.642	0.210	Valid
	K6	0.765	0.210	Valid
	K7	0.674	0.210	Valid
	K8	0.718	0.210	Valid
Competence	K1	0.727	0.210	Valid
	K2	0.607	0.210	Valid
	K3	0.657	0.210	Valid
	K4	0.62	0.210	Valid
	K5	0.642	0.210	Valid
	K6	0.66	0.210	Valid
	K7	0.755	0.210	Valid
	K8	0.767	0.210	Valid
Job satisfaction	K1	0.681	0.210	Valid
	K2	0.731	0.210	Valid
	K3	0.738	0.210	Valid
	K4	0.777	0.210	Valid
	K5	0.786	0.210	Valid
	K6	0.789	0.210	Valid
	K7	0.78	0.210	Valid
	K8	0.596	0.210	Valid
Performance	K1	0.661	0.210	Valid
	K2	0.837	0.210	Valid
	K3	0.765	0.210	Valid
	K4	0.8	0.210	Valid
	K5	0.855	0.210	Valid

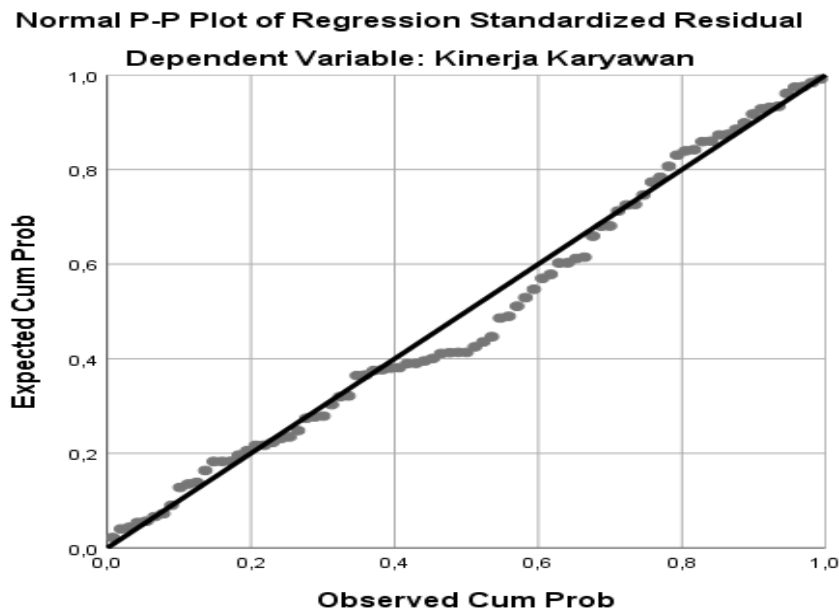
Source: Authors

**Table 6.** Reliability Test Results for All Variables

Variable	Question Items	Alpha Cronbach's	Reliable Limit	Conclusion
Work environment	8	0.859	0.60	Reliable
Work competence	8	0.834	0.60	Reliable
Job satisfaction	8	0.877	0.60	Reliable
Performance	5	0.842	0.60	Reliable

Source: Authors

Based on the table above, the reliability coefficient value for each variable is greater than 0.60. So it can be concluded that each variable is declared reliable, so that the respondent questionnaire can be used in research.



**Figure 1.** P-Plot Graph

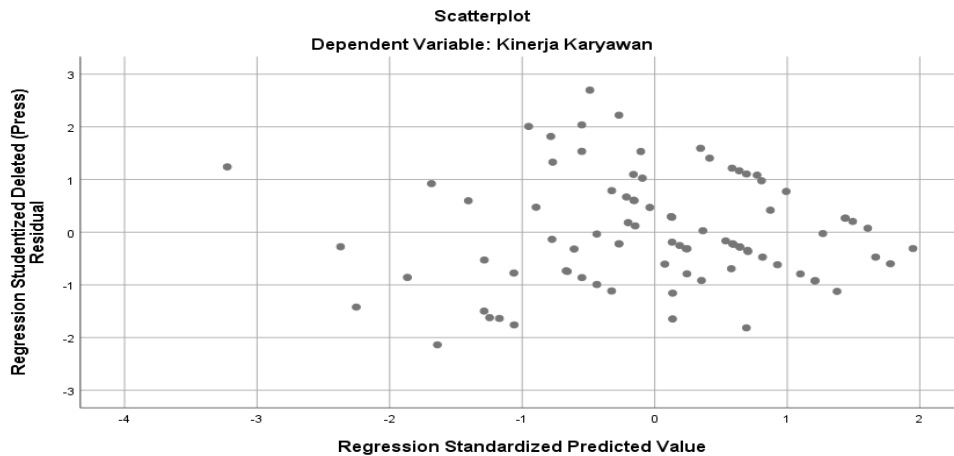
In Figure 1, it can be concluded that the independent variable data (x) and dependent variable data (y) are distributed close to normal or perfectly normal because in the normal plot graph below you can see the dots spreading or following the diagonal lines, and the distribution follows the direction of the diagonal lines.

**Table 7.** Multicollinearity

Model		Collinearity Statistics	
		tolerance	VIF
1	(Constant)		
	Work environment	0,489	2,043
	Work competence	0,488	2,048
	Job satisfaction	0,751	1,332

Source: Processed Data

From the table 7, it can be seen that each independent variable has a tolerance value  $> 0.1$  and a VIF value  $< 10$ . So it can be concluded that there is no multicollinearity between the independent variables in this regression model.



**Figure 2.** Heteroscedasticity test

In the scatterplot graph, it can be seen that the points are spread randomly and are spread both above and below zero on the Y axis. It can be concluded that there is no heteroscedasticity in this regression model. The path analysis test is used to test the effect of intervening variables.



**Figure 4.** Path Analysis

Based on this picture, it can be seen that the direct and indirect effects and the total effect of this research are:

- Direct influence of work environment on employee performance  $(P1) = 0.267$
- Indirect influence of the work environment on employee performance  $P4 \times P3 = 0.286 \times 0.130 = 0.037$
- The influence of the total work environment on employee performance
- Direct influence + indirect influence  $P1 + (P4 \times P3) = 0.267 + 0.037 = 0.304$ 
  - o So the total influence of X1 on Y is 0.304



- The direct influence of competency on employee performance(P2) = 0.265
- Indirect effect of competency on employee performance P5 x P3 = 0.312 x 0.130 = 0.040
- The effect of total competence on employee performance P2 + (P5 x P3) = 0.265 + 0.040 = 0.305

To determine the level of mediation between the variables of employee satisfaction with the work environment and competence with employee performance, the standard error and effect coefficient index can be expressed as follows:

a. 
$$Sp_{4p3} = \frac{\sqrt{P3^2 SP4^2 + P4^2 SP3^2 + SP4^2 SP3^2}}{SP4P3}$$

$$Sp_{4p3} = \frac{\sqrt{(0,130)^2(0,143)^2 + (0,286)^2(0,060)^2 + (0,143)^2(0,060)^2}}{SP4P3}$$

$$Sp_{4p3} = \frac{\sqrt{0,000345588 + 0,000294466 + 0,000073616}}{SP4P3}$$

$$Sp_{4p3} = \frac{\sqrt{0,00071367}}{SP4P3}$$

$$Sp_{4p3} = 0,02671$$

b. 
$$Sp_{4p3} = \frac{\sqrt{P3^2 SP4^2 + P4^2 SP3^2 + SP4^2 SP3^2}}{SP4P3}$$

$$Sp_{4p3} = \frac{\sqrt{(0,130)^2(0,143)^2 + (0,312)^2(0,060)^2 + (0,143)^2(0,060)^2}}{SP4P3}$$

$$Sp_{4p3} = \frac{\sqrt{0,000345588 + 0,000350438 + 0,000073616}}{SP4P3}$$

$$Sp_{4p3} = \frac{\sqrt{0,000769643}}{SP4P3}$$

$$Sp_{4p3} = 0,02774$$

Based on the above, the statistical t value of the mediation effect can be calculated as follows:

$$t1 = \frac{P4P3}{SP4P3} \frac{(0,286)(0,130)}{(0,02671)} \frac{0,03718}{0,02671}$$

$$t2 = \frac{P4P3}{SP4P3} \frac{(0,312)(0,130)}{(0,02774)} \frac{0,04056}{0,02774}$$

By looking at all the measurements above, conclusions can be drawn:

- Because the calculated t of 1.3919 is smaller than the t table of 1.663 with a significance level of 5%, it can be concluded that the mediation coefficient of 0.304 is not significant. This means that employee satisfaction cannot be a mediator of environmental influences on employee performance.
- Because the calculated t of 1.4621 is smaller than the t table of 1.663 with a significance level of 5%, it can be concluded that the mediation coefficient of 0.305 is significant. This means that employee satisfaction cannot be a mediator of the influence of competence on employee performance.

**Table 8.** Effect of X on Y

No	Influence of X on Y	T count	Ttable	Information
1	(P1) = 0,286 ---> Z	2,007	1,663	Significant
2	(P 2) = 0,312 -----> Z	2,0,53	1,663	Significant
3	( Z ) = 0,130 -----> Y	2,172	1,663	Significant
4	(P1) = 0,267 ----->Y	3,382	1,663	Significant
5	(P2) = 0,265 ----->Y	3,146	1,663	Significant
6	P1 + (P4 x P3) = 0,267 + 0,037 = 0,304 -- -----> Y	1,391	1,663	Not significant
7	P2 + (P5 x P3) = 0,265 + 0,040 = 0,305 -- -----> Y	1,462	1,663	Not significant

Source: Processed Data

## Discussion

Influence of the Work Environment (X1) on Employee Performance (Y). The work environment has a positive and significant effect on employee performance. Working environmental conditions are said to be good or suitable if people can carry out their work optimally, healthily, safely and comfortably. Thus PT XYZ Batam must always pay attention to the conditions and comfort of the working environment at PT XYZ Batam. A comfortable and conducive work environment will influence employee performance in the company.

Influence of Competency (X2) on Employee Performance (Y). Competency has a positive and significant effect on employee performance. Competent employees will find it easier to complete the work assigned to them. Likewise, employees who do not have the competence according to their position will find it increasingly difficult to complete their work. PT. XYZ Batam must pay more attention to the competency of each employee so that they match the existing job description. The suitability of an employee's competency and position will influence the employee's performance..

Effect of Job Satisfaction (Z) on Employee Performance (Y). Satisfaction has a positive and significant effect on employee performance. If employee needs are met then job satisfaction will be achieved. As explained above, job satisfaction is a state of happy emotions or positive emotions that arise from an assessment of one's work or experience. With high job satisfaction, employee performance will improve for the company where they work. Satisfied employees will greatly influence the company's goals. Apart from that, employees who feel satisfied at work will always have a positive attitude and will always have high creativity.

Effect of Work Environment (X1) on Job Satisfaction (Z). The work environment has a positive and significant effect on job satisfaction. Thus the work environment can also influence efforts to increase employee job satisfaction. With good, comfortable and safe working environment conditions at PT. XYZ Batam will also make employees feel comfortable in carrying out their work. If a good work environment is not created, it will cause employee discomfort at work. So the work results achieved will decrease. So PT. XYZ Batam must try to create these conditions so that employees feel comfortable and safe in carrying out the work assigned by the company.

Effect of Competency (X2) on Job Satisfaction (Z). Competence has a positive and significant effect on job satisfaction, Competence can influence job satisfaction, the higher a person's competency, the higher a person's job satisfaction will be. because it has a big influence on the organization (Luthans, 2005). Competence can influence job satisfaction, the higher a person's competency, the higher a person's job satisfaction will be. because it has a big influence on the organization (Luthans, 2005). Competence can influence job satisfaction, the higher a person's competency, the higher a person's job satisfaction will be.

The Influence of the Work Environment on Employee Performance with Job Satisfaction as an Intervening Variable. Job satisfaction cannot be a mediator of the influence of the work environment on employee performance. In theory, a physical and non-physical work environment indicates that a conducive work environment has been

created so that it can create feelings of happiness and satisfaction in employees. The existence of employee satisfaction with work which is supported by the creation of a conducive work environment shows that expectations and needs related to work implementation have been met. By having their needs met, employees will be motivated to work harder and will naturally have a desire to work optimally so as to achieve the best performance according to the company's expectations (Asnawi, 2021). However, job satisfaction cannot be a determining factor. mediator of the influence of the work environment on employee performance. The work environment has a significant positive effect on employee performance. However, job satisfaction cannot influence the work environment on employee performance, meaning that even though the company has a good work environment which should be able to increase job satisfaction, job satisfaction is no longer felt by employees and cannot improve employee performance. It could be from salary or other services that are felt more by employees

Effect of Competency on Employee Performance with Job Satisfaction as an Intervening variable. Job satisfaction cannot be a mediator of the influence of competence on employee performance. In theory, according to Smith in Rivai (2010) explains job satisfaction as employees' feelings towards their work in general. Various studies show a relationship between job satisfaction, turnover rates and negative feelings of employees. This relationship can occur when employees feel dissatisfied. On the other hand, if employees feel satisfied, they will feel satisfied and want to continue working in the organization. This proves that an organization's ability to increase the job satisfaction of its employees will have a positive impact on improving the performance of the organization or company in general.

Competency has a significant positive effect on employee performance. However, job satisfaction has no effect on competency on employee performance, meaning that even though the company provides training to employees according to their interests, it should be able to increase job satisfaction, but job satisfaction is no longer felt by employees and cannot improve employee performance. of course from his abilities, perhaps from salary or other services that are felt more by employees.

## CONCLUSION

The work environment has a positive and significant influence on employee performance at PT. XYZ Batam, this can be seen from the results of the t test value = 0.267 with a significance level of 0.001 which is smaller than 0.05. Work competency has a positive and significant influence on employee performance at PT. XYZ Batam . This can be seen from the results of the t test value = 0.265 and a significance value of 0.002, where the significance value is smaller than 0.05. The work environment has a positive and significant influence on job satisfaction at PT. XYZ Batam . This can be seen from the results of the t test value = 0.286 and the significance of 0.048 is smaller than 0.05. Work competency has a positive and significant influence on job satisfaction at PT. XYZ Batam. This can be seen from the results of the t test value = 0.312 and the significance of 0.043 is smaller than 0.05. Job satisfaction has a positive and significant influence on the performance of PT employees. XYZ Batam . This can be seen from the t test results, the value = 0.130 and the significance is 0.033, where the significance value is smaller than 0.05. The work environment has no effect on employee performance which

is mediated by job satisfaction at PT. XYZ Batam . This can be seen from the results of the calculated t value of 1.3919 which is smaller than the t table of 1.663 with a significance level of 5%, so it can be concluded that the mediation coefficient of 0.304 is not significant. Work competency has no effect on employee performance which is mediated by job satisfaction at PT. XYZ Batam . This can be seen from the results of the calculated t value of 1.4621 which is smaller than the t table of 1.663 with a significance level of 5%, so it can be concluded that the mediation coefficient of 0.305 is not significant. For PT. XYZ Batam, company management should make more efforts to improve the quality of their employees' work so that management goals can be achieved. Management must be more observant in paying attention to employee needs, especially regarding employee welfare which needs to be improved, because the work environment and employee satisfaction make employees more loyal to the company. Management needs to build, maintain and maintain relationships with employees as a management effort to improve employee performance optimally. Suggestions for Further Research. Although this research has been carried out as well as possible, there are limitations that cannot be avoided. For future researchers who wish to conduct the same research, the recommended research extensions include: It is hoped that the observation period will be increased, because the longer the observation time interval, the greater the opportunity to obtain better information about variables for accurate research. Refining the question indicators in the questionnaire and adapting them to the research object, so that they can describe the aims and objectives of further research. It is hoped that we can add other variables that are still related to factors related to employee performance in order to produce a broad picture with more accurate results and use a larger number of samples.

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