

**The Influence Of Competence, Intrinsic Motivation And Rewards
On Work Performance Through Satisfaction Of Employees At
D.I. Yogyakarta High Prosecutor's Office**

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Abstract

This research aims to analyze the influence of competence, intrinsic motivation, and rewards on work performance through employee satisfaction at D.I Yogyakarta High Prosecutor's Office. This research used quantitative research methods using questionnaires as a data collection tool. The sample of this research consists of employees working in various sectors and levels. The collected data is analyzed using path analysis techniques to test the relationship between the variables studied. The results showed that job satisfaction also acts as a mediator between competence, intrinsic motivation, rewards, and job performance. In other words, job satisfaction acts as a link in explaining how competence, intrinsic motivation, and rewards affect job performance. But from the results, it can be seen that intrinsic motivation and rewards do not affect job performance through satisfaction while competence affects job performance through satisfaction. The implication of this research is the importance of the DI Yogyakarta High Prosecutor's Office to pay attention to competency factors in improving employee work performance. Fair training and competency development can increase employee job satisfaction, which in turn will have a positive impact on their job performance. Although intrinsic motivation and rewards are not proven to have an effect, they still need to be considered and understood in a broader context to ascertain other factors that can affect employee performance.

Keywords : competence, intrinsic motivation, rewards, satisfaction, job performance.

1. Introduction

D.I.Yogyakarta High Prosecutor's Office is an institution that has an important role in enforcing the law and providing services to the community. In a competitive work environment, these factors have an important role in improving the performance of individuals and institution as a whole. The expectation of each agency is to have employees with high work performance so that the agency can achieve goals effectively. Work performance is a result of work achieved by a person in carrying out the tasks assigned to him which is based on ability, experience and sincerity and time (Malayu, 2016). Work performance valuation is intended to determine the ability of employees so that later they can correct employee errors at work. Employees who have high work performance will tend to be more visible in their efforts in achieving success than employees who have lower work performance. Work performance is used as a benchmark for someone in doing work in accordance with the abilities they have and will affect the achievement of institution goals. In reality, the work performance owned by employees is not always in accordance with institution's expectations. Some of these problems are employee behavior that lacks discipline, does not understand responsibilities, duties and qualifications and skills that must be done as well as employee attitudes that are considered unfavorable towards their colleagues. Employees who have low achievements can hinder their own career development and later have a detrimental impact on the institution.

Not all employees can instantly achieve good work performance. To achieve superior work performance, several factors are needed to be experienced by the employees themselves so that employees feel satisfied and can be maximized at work. The phenomenon that occurs today is basically the employees of the D.I. Yogyakarta High Prosecutor's have carried out all workloads, but not all employees have good work skills and work motivation. Some employees are considered to have motivation in completing tasks and obligations as well as high morale and the rest show low work ability and

employee initiative to start work on time, but there are still employees with low levels of discipline such as there are still employees who roam outside the office during working hours.. There are employees who come to the office and leave the office not on time, for that it is necessary to have directions given from superiors and with inherent supervision to subordinates, namely directly reviewing the work of their subordinates and the motivation of fellow colleagues so that better performance can be obtained. Violations of SOPs are still found in work units, even there are still employees who do not understand the regulations in their agencies. As a result, many employees work not in accordance with the SOPs set. Misunderstanding and ignorance of agency rules cause employees not to be optimal in working or providing services.

As preliminary data, the research has conducted interviews with leaders related to the existing phenomena. This happens because of the lack of quality work owned by employees or can also be caused by the situation that is being experienced by employees so that they have low morale, get tired quickly, get bored, emotionally unstable and do activities that have nothing to do with work. In addition, it was also found that the work carried out was not completed on time, thus disrupting the smooth running of existing activities. From conversations conducted by researchers with several employees, it was felt that there was a sense of interdependence on work to colleagues. They feel that there is no difference in treatment from the leadership towards employees who work diligently or not so that the competence of each individual is felt to be undervalued. Many employees are less diligent in working because they feel they have low competence, but in reality there are employees who are competent and proficient in various fields but there is still an environment that does not appreciate this and only enjoys the benefits. Lack of motivation for employees who cannot complete work well and lack of appreciation for diligent employees causes a sense of lack of enthusiasm in employees who feel dissatisfied with the effort they have given. This if it happens on an ongoing basis can interfere with the quality of service and the development of the institution itself. From these

conditions, it can be suspected that there is a possibility that competence, motivation, and rewards can affect the work performance of an employee.

This phenomenon explains that there is a lack of a sense of satisfaction at work which has an impact on competence, intrinsic motivation and rewards for the ongoing work performance of employees at the DI Yogyakarta High Prosecutor's Office. The formulation of the problem in this research are: 1). Does competence affect work performance at the DI Yogyakarta High Prosecutor's Office? 2). Does intrinsic motivation affect work performance at the DI Yogyakarta High Prosecutor's Office? 3). Does the reward affect work performance at the DI Yogyakarta Prosecutor's Office? 4). Does competence affect employee job satisfaction at the DI Yogyakarta High Prosecutor's Office? 5). Does intrinsic motivation affect employee job satisfaction at the DI Yogyakarta High Prosecutor's Office? 6). Does the reward affect employee job satisfaction at the DI Yogyakarta High Prosecutor's Office? 7). Does job satisfaction affect employee performance at the DI Yogyakarta High Prosecutor's Office? Based on the literacy research conducted by the author, the following research hypotheses were found:

1.1. The Effect of Competence on Job Performance

Wibowo (2016) suggests that competence is an ability to carry out or perform a job or task based on skills and knowledge and supported by the work attitude required by the job. Bernardin and Russel in Sutrisno (2016) , provide a definition of work performance is a record of the results obtained from certain job functions or certain activities over a certain period of time. According to Sutrisno, work performance is the result of a person's efforts which are determined by his personal characteristics and perception of his role in the job.

The results of research conducted by Hartati (2020) show that competence as measured by employee performance has a positive and significant contribution to the level of employee performance. The results of a similar research by Lestari et al., (2020) also prove that competence has a positive effect on employee performance. If competence is good, it will increase employee performance, otherwise if competence is bad, it will reduce employee

performance. Based on these references, the hypothesis is derived as follows:

H1. There is a positive effect of competence on the work performance of the DI Yogyakarta High Prosecutor's Office

1.2.Effect of Intrinsic Motivation on Work Performance

Suwatno & Priansa (2022) state that intrinsic motivation is motives that become active or function without needing to be stimulated from the outside, because within each individual there is an urge to do something. Meanwhile, according to Maier in Wijono (2018), work performance is defined as the success of an individual in a task in his work.

The results of research conducted by Yusuf (2021) show that intrinsic motivation has a significant positive effect on employee performance. The results of the same research by Rachman (2022) also prove that motivation has a positive and significant effect on employee performance. Based on these references, the hypothesis is derived as follows:

H2. There is a positive effect of intrinsic motivation on the work performance of the High Court employees in Yogyakarta.

1.3.The Effect of Rewards on Work Performance

According to Ramli in Suwandi & Sutanti (2021), rewards are incentives that link payment on the basis of being able to increase the productivity of employees in order to achieve competitive advantage. Meanwhile according to Mangkunegara (2017), work performance is the result of work in quality and quantity, which is achieved by an employee in carrying out his duties, in accordance with the responsibilities given to him.

The results of research conducted by Saga Prabu (2016) show that rewards have a significant positive effect on employee performance. The results of a similar research by Hartati (2020) also show that rewards has a positive and significant contribution to the level of employee performance. Based on these references, the hypothesis is derived as follows:

H3. There is a positive effect of rewards on the work performance of the DI Yogyakarta High Prosecutor's Office.

1.4.The Effect of Competence on Satisfaction

Competence according to Dessler (2017) is a personal characteristic that can be shown such as knowledge, skills and personal behavior such as leadership. Robbins & Judge (2022) mentions job satisfaction as a pleasant feeling at work which has an impact on evaluation results in various aspects of work.

Based on the results of research by Suroto (2018) it has been proven that competence has an effect on job satisfaction. The results of the same research also prove that if competence increases, employee satisfaction will increase. Prasetya (2019) Based on these references, the hypothesis is derived as follows:

H4. There is a positive influence of competence on job satisfaction

1.5.Effect of Intrinsic Motivation on Satisfaction

Sardiman in Ena & Jami (2020) suggests that intrinsic motivation is motives that become active or function so that there is no need for stimulation from the outside, because from within the individual there is an urge to do something. Whereas. Job satisfaction is a psychological aspect that reflects a person's feelings towards his work. Prahartono in Jenianti (2023) suggests that there are several factors that influence employee job satisfaction, such as communication, planning, workload, employee performance, organizational culture, supervision, coordination, work motivation, employee behavior, organization, work discipline, leadership style, promotion and salary.

The results of research conducted by Yusuf (2021) show that intrinsic motivation has a significant positive effect on employee job satisfaction. The results of the same research by Yuliamir et al (2022) also prove that intrinsic motivation has a positive and significant effect on employee job satisfaction. Based on these references, the hypothesis is derived as follows:

H5. There is a positive influence of intrinsic motivation on job satisfaction of the DI Yogyakarta High Court employees

1.6.The Effect of Rewards on Satisfaction

Rewards are also referred to as compensation as conveyed by (Panggabean, 2015) , explaining that compensation is any form of rewards given to employees as recompense for the contribution they make to an organization or company. According to Priansa (2018), high job satisfaction will encourage the realization of organizational goals effectively. Meanwhile, a low level of job satisfaction is a threat that will bring destruction or setbacks to the institution, sooner or later.

The results of research conducted by Ikhsan et al., (2019) show that compensation has a positive and significant effect on job satisfaction. The results of a similar research by Salim et al., (2022) also prove that compensation or rewards have a positive effect on job satisfaction. Based on these references, the hypothesis is derived as follows:

H6. There is a positive effect of appreciation on job satisfaction of the DI Yogyakarta High Court employees.

1.7.The Effect of Satisfaction on Work Performance

Mukhtar et al. (2018) explained that job satisfaction is defined as a positive emotional outlook resulting in optimal work value. According to Badriyah, (2019) , work performance is the result of work achieved by a person in carrying out the tasks assigned to him, which are based on skill, experience and sincerity as well as time.

The results of research conducted by Rosmaini & Tanjung (2019) show that job satisfaction has a positive and significant effect on employee performance. The results of the same research by Prasetya (2019) also prove that if job satisfaction increases, employee performance will increase. Based on these references, the hypothesis is derived as follows:

H 7. There is a positive effect of job satisfaction on the work performance of

the High Court employees in Yogyakarta

With the background of the problem, theoretical research and the results of previous research, the diagram can be described as follows:

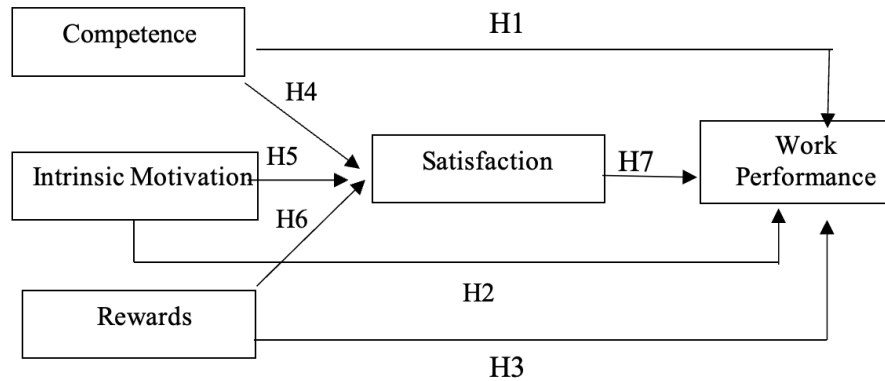


Figure 1. Research Framework

Source: Author Research Data

2. Research methods

The research is in the form of explanatory research using a quantitative approach. The subjects of this research were employees of the D.I. Yogyakarta High Prosecutor's Office with a population of 292 people. The sampling technique in this research was non-probability sampling using purposive sampling with consideration of length of service, gender, age and level of education. This type of sample is not chosen randomly, not all elements of the population have the same opportunity to be sampled. So that in this research the samples were permanent employees. The type of data in this research used primary data in the form of a questionnaire with a Likert scale instrument as a data collection tool. The samples taken in this research used the Slovin formula and resulted in a value of 74.8 rounded up to 75 samples. The object or independent variable in this research is the object of this research is competence, intrinsic motivation, and rewards for work performance by using satisfaction as an intervening variable in an effort to create employee performance.

Performance variable indicators according to Nopitasari & Krisnandy (2018) which refer to Robbins' opinion, there are six characteristics, namely:

a. Quality

Quality Measured from employee perceptions of the quality of work produced and the perfection of tasks on the skills and abilities of employees.

b. Quantity

Quantity is the amount produced expressed in terms such as the number of units, the number of activity cycles completed.

c. Punctuality

Timeliness is the level of activity completed at the stated time, seen from the point of coordination with output results and maximizing the time available for other activities.

d. Effectiveness,

Activity is the level of use of institutional resources (energy, money, technology, raw materials) is maximized with the intention of increasing the results of each unit in the use of resources.

e. independence

Independence is the level of an employee who will be able to carry out his work functions.

f. Responsibility

Responsibility is a level where employees have a commitment to work with institutions and employee responsibilities towards the office.

Competency variable indicators according to Spencer and Spencer in Wibowo (2016) are formed from five characteristics, namely:

a. Motive

Something people consistently think or want that causes action. Motives drive, direct and select behavior towards certain actions or goals

b. Characteristic

Consistent physical characteristics and responses to situations or information. Reaction speed and eye sharpness are the physical characteristics of a person's competence.

c. Self concept

A person's attitudes, values, or self-image. Confidence is people's belief that they can be effective in almost any situation is part of people's self-concept.

d. Knowledge

Information that people have in a specific field. Knowledge is a complex competency. Scores on knowledge tests often fail to predict job performance because they fail to measure knowledge and skills in ways that are actually used on the job.

e. Skills

The ability to perform certain physical or mental tasks. Mental competency or cognitive skills include analytical and conceptual thinking.

According to Robbins & Judge (2022), there are 3 indicators of intrinsic motivation, namely:

a. The need for power (Need for Power)

Individuals with a need for power will be motivated by a need for reputation and self-esteem.

b. The need for achievement (Need for Achievement)

this need for achievement are highly motivated by challenging and competitive jobs. Achievement or high achievement will be directly related to high performance.

c. The need for affiliation (Need for Affiliation)

The need for affiliation is a person's drive to have interpersonal and social relationships with other people or certain groups of people.

The reward variable indicators according to Kadarisman in Dymastara (2020) consist of:

a. Wages

Salary is remuneration in the form of money received by employees as a consequence of having contributed to achieving company goals. Salary generally applies to a weekly, monthly, or yearly pay rate (regardless of the length of hours worked).

b. Incentive

Incentives are a form of direct payment based on employee performance and are intended as profit sharing for employees due to increased productivity. The main purpose of providing incentives is to encourage employee productivity and cost effectiveness.

c. Praise

Praise is a form of non-material appreciation. Praise is usually given by superiors to employees who have work achievements so that they can increase the employee's enthusiasm for work.

d. Paid leave

Companies give employees holidays for certain reasons.

e. Allowance

allowance is an indirect compensation given by the company to employees.

The variable indicator of job satisfaction is called the Job Descriptive Index (JDI) by Luthans and Spector in Robbins & Judge (2022) , consisting of:

a. The job itself

The degree to which a job provides enjoyable assignments, learning opportunities and opportunities for responsibility. This is the source of the majority of job satisfaction.

b. Wages

Job satisfaction is a function of the absolute amount of salary received, the degree to which the salary meets workforce expectations, and how the salary is given. Wages and salaries are recognized as a significant factor on job satisfaction.

c. Opportunity or promotion

Employees have the opportunity to develop themselves and broaden work experience, by opening up opportunities for promotion.

d. Supervision (Supervision)

Supervisor's ability to provide technical assistance and support behavior. Functional relationships and positive overall relationships provide the greatest levels of job satisfaction with superiors.

e. Work colleague

The basic human need to carry out social relations will be fulfilled by having co-workers who support employees. If there is a conflict with co-workers, it will affect the level of employee satisfaction with work.

To maintain data quality, researchers tested the instrument (validity and reliability) before distributing questionnaires to all respondents. After obtaining primary data, the next step is to analyze the data starting from descriptive analysis (which includes cumulative and individual descriptions), inferential analysis (such as indicator tests for convergen validity, discriminant validity, and composite reliability), and fit model tests with the provisions as in table 1. Furthermore, an acceptable hypothesis test and intervening analysis was carried out if the Pvalue < 0.05 using Smartpls.

Table 1. PLS Valuation Criteria

fit Summary	Explanation And Criteria
S R MR	A value less than 0.10 is considered appropriate
d_ULS d_G	The d_LS and d_G values are bootstrap results of the exact model fit size
Chi-Square	<i>x2 statistics</i> < <i>x2</i> table means that the number of manifest variables in the PLS path model and the number of independent variables in the covariance matrix model are sufficient.
NFIs	Normed Fit Index (NFI) which is increasing approach mark 1, means the more Good compatibility.
RMS Theta	An RMS_theta value below 0.12 indicates a suitable model

3. Results and Discussion

3.1. Characteristics of Respondents

Table. 2 Gender

Number	Gender	Frequency	Percentage
1	Man	38	51 %
2	Woman	37	49 %
Total		75	100

Source: Processed Research Data

From the table above, it is known that the number of male employees is 51% which means 38 people and the number of female agents is 49% which means 37 people. This means that the number of respondents is not dominated by men or women.

Table. 3 Age of Respondents

No.	Age	Frequency	percentage
1	18 – 22 years	1	1%
2.	23 – 27 years	7	9%
3.	28 – 32 years	14	19%
4.	> 32 years	53	71%
Total		75	100%

Source: Processed Research Data

From the data above it can be seen that the age of the respondents from 18-22 years was 1 person, aged 23-27 years was 7 people, aged 28-32 years were 14 people and aged >32 years were 53 people. From this it can be seen that the age of the respondents working at the D.I. Yogyakarta Prosecutor’s Office is mostly > 53 years old.

Table. 4 Long Working Time

No.	Length of working	Frequency	Percentage
1	< 1 year	1	1%
2.	13 years old	17	23%
3.	4 - 5 years	2	3%
4.	> 5 years	55	73%
Total		75	100%

Source: Processed Research Data

From the data above, it can be seen that 1 person has worked for <1 year, 17 people have aged 1-3 years, 2 people aged 4-5 years, and 55 years >5 years. From this, it can be seen that the length of time working at the D.I. Yogyakarta Prosecutor’s Office is at most > 5 years.

Table. 5 Last Education

No.	Last education	Frequency	percentage
1	D3	13	17%
2.	S1	49	66%
3.	S2	1	1%
4.	Other	12	16%
Total		75	100%

Source: Processed Research Data

From the latest educational data above, it can be seen that the respondents who had the last education D3 were 13 people, 49 people S1, 1 person S2, and others (junior high school/high school/vocational high school). It can be concluded that most of the respondents had the latest educational background S1.

3.2. Instrument Test Results

The results of the test instrument variable Competency with 10 statement items, Intrinsic Motivation with 6 statement items, Rewards with 10 statement items. Satisfaction with 10 statement items, and Work Performance with 12 statement items are declared valid because they have a value of r greater than a significant value. While the value of reliability (Cronbach's alpha) Competence is 0.881, Intrinsic Motivation is 0.748, Rewards are 0.793, Satisfaction is 0.863, Work Performance is 0.793. All of them have a Cronbach's alpha value above 0.70. then the measuring instrument of the questionnaire is declared reliable or has met the reliability requirements.

3.3. Evaluation of Goodness of fit model

This section shows the results of testing the fit model by looking at the estimated output of SmartPLS compared to the criteria as in the following table:

Table 6 Results of the Fit Model Test
(Goodness Of Fit)

Fit Summary	Cut Off	Estimation	Explanation
SRMR	Smaller than 0.10	0.095	Good
d_ULS	Output Confidence Interval (CI) greater than Original Sample (OS)	CI (1,954) < OS (2,070)	Not good
d_G	Output Confidence Interval (CI) greater than Original Sample (OS)	CI (n/a) > OS (1,738)	Good
Chi-Square	χ^2 Statistics < χ^2 Table	506.038 > 95.081	Not good
NFIs	Approaching value 1	0.647	Good
rms Theta	< 0.12	0.214	Not good

Source: Processed Research Data

3.4. Hypothesis Test

This section shows the results of testing the hypothesis using SmartPLS in the path coefficients section after calculating and selecting the bootstrapping menu. The hypothesis is said to have a positive effect if the original sample value is positive and it is said to have no effect if the original sample value is negative.

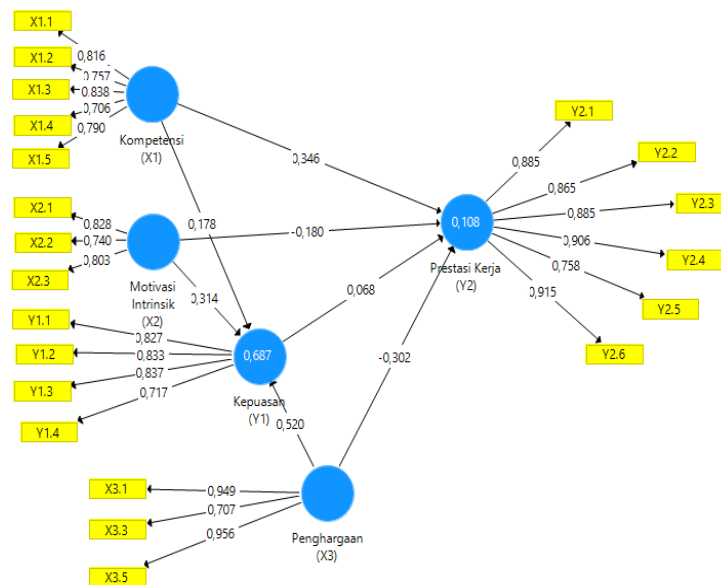


Figure 2. Hypothesis Test using SmartPLS
Source: Processed Research Data

Table 7. Hypothesis Test based on *Path Coefficients*

hypothesis		Sign	Parameter Coefficient (Original Sample)	t Statistics	P Value	Status
H1	Competence_(X1) -> Work Performance_(Y2)	(+)	0.346	2,330	0.020	Proven
H2	Intrinsic Motivation_(X2) -> Work Performance_(Y2)	(-)	-0.180	1,098	0.273	Not proven
H3	Rewards_(X3) -> Work Performance_(Y2)	(-)	-0.302	1,600	0.110	Not proven
H4	Competence_(X1) -> Satisfaction_(Y1)	(+)	0.178	2,257	0.024	Proven
H5	Intrinsic Motivation_(X2) -> Satisfaction_(Y1)	(+)	0.314	3,370	0.001	Proven
H6	Rewards_(X3) -> Satisfaction_(Y1)	(+)	0.520	7,718	0.000	Proven
H7	Satisfaction_(Y1) -> Work Performance_(Y2)	(+)	0.068	0.273	0.785	Proven

Source: Processed Research Data

The results of this hypothesis testing show that hypotheses 1,4,5,6,7 have proven to have a significant positive effect because they have a Pvalue > 0.05 while 2 and 3 have not proven to have a significant positive effect because they have a Pvalue < 0.05.

3.5. Intervening Analysis

This analysis aims to determine whether the intervening variable (Y1) functions as a variable capable of increasing the influence of the independent variable on the dependent variable.

Table 8. Intervening Analysis

Variable	<i>Direct Effects (DE)</i>	<i>Indirect Effects (IE)</i>	<i>Total Effect (TE)</i>	Mediation Effect
	(X1 => Y2)	(X1 => Y1 => Y2)	(DE + IE)	
{1}	{2}	{3}	{4}	{5} = TE - DE
X1	0.346 (0.020)	0.012 (0.815)	0.358 (0.009)	(0.358-0.346) = 0.012
X2	-0.180 (0.273)	0.021 (0.797)	-0.159 (0.293)	(-0.159 - (-0.180)) = 0.021
X3	-0.302 (0.110)	0.035 (0.786)	-0.266 (0.050)	(-0.266 - (-0.302)) = 0.035

Source: Processed Research Data

3.6. Discussion

3.6.1. The effect of competence on work performance

Based on table 7, competence has a positive and significant influence on work performance. This is proven by the original sample value of 0.346 and the value of the P-value of 0.020 which indicates < 0.05 . Thus, this research shows that competence has a significant effect on work performance . This research is also supported by Hartati's research (2020) which says that competence has a significant effect on employee performance.

The influence of competence on work performance in practice at the D. I. Yogyakarta High Prosecutor’s Office can be very significant. Employees who have good competence tend to have higher self-confidence in carrying out their duties. They feel more prepared and confident in facing challenges at work. This high self-confidence can encourage them to achieve better work performance and face more challenging tasks.

3.6.2. The effect of intrinsic motivation on work performance

Based on table 7, intrinsic motivation has no effect and is not significant on work performance. This is proven by the original sample value of -0.180 and the Pvalue of 0.273 which indicates > 0.05 . Thus, this research shows that motivation has no effect on work performance. The results of this research are in line with the results of research conducted by Hidayat (2021) which suggests

that intrinsic motivation has no effect and is not significant on work performance.

If the work environment does not encourage or support the development of intrinsic motivation, then its effect on work performance can be hampered. For example, if there is a lack of a sense of competition for position or recognition for employee efforts, intrinsic motivation may weaken.

3.6.3. The effect of rewards on work performance

Based on table 7, rewards have no effect and are not significant on work performance. This is proven by the original sample value of -0.302 and *the Pvalue of 0.110* which indicates > 0.05 . Thus, this research shows that rewards has no effect on work performance . This also supported by the results of Sri Astuti et al., (2018) which says on her research that rewards have no effect and are not significant on work performance.

If there is uncertainty in the reward system, lack of transparency, or unfairness in the reward process, employees may not feel the expected positive impact of the rewards and thus lose the incentive to improve their work performance.

3.6.4. The influence of competence on satisfaction

Based on table 7, competence has a positive and significant influence on satisfaction. This is proven by the original sample value of 0.178 and *the Pvalue of 0.024* which indicates < 0.05 . The results of this research indicate that the greater the competence obtained, the greater the satisfaction felt, and vice versa. This research is supported by Prasetya (2019) which states that competence has a significant positive effect on satisfaction.

When employees feel that they have sufficient competence to carry out their duties, they tend to feel more satisfied with their jobs. They feel competent and skilled at what they do, which can increase overall job satisfaction.

3.6.5. The effect of intrinsic motivation on satisfaction

Based on table 7, intrinsic motivation has a positive and significant influence on satisfaction. This is proven by the original sample value of 0.314 and *the Pvalue* of 0.001 which indicates <0.05 . Thus, the results of this research indicate that the intrinsic motivation obtained will increase employee satisfaction. This research is in line with research conducted by Yuliamir et al. (2022) which states that motivation has a significant positive effect on satisfaction.

Strong intrinsic motivation is closely related to high job satisfaction. When employees feel emotionally connected to their work, have strong interests, and feel that their work has meaning, they tend to feel more satisfied with their jobs. High job satisfaction can increase their intrinsic motivation and have a positive impact on work performance.

3.6.6. The effect of rewards on satisfaction

Based on table 7, rewards have a positive and significant effect on satisfaction. This is proven by the original sample value of 0.520 and *the Pvalue* of 0.000 which indicates <0.05 . Thus, the results of this research indicate that the better the rewards that employees get, the better the satisfaction that arises, and vice versa. In the research of Salim et al. (2022) said that compensation has a significant effect on agent performance. So this research is supported by previous research.

Rewards can provide higher job satisfaction for employees. When employees feel valued and recognized for their work performance, they feel happy and satisfied with their jobs. High job satisfaction can increase employee motivation, involvement, and commitment, which has a positive impact on their job performance.

3.6.7. Effect of satisfaction on work performance

Based on table 7, satisfaction has a positive but not significant effect on work performance. This is proven by the original sample value of 0.068 and the

Pvalue of 0.785 which *indicates* > 0.05 . Thus, this research shows that satisfaction has not been able to drive performance significantly. An insignificant effect is interpreted to mean that if employees are satisfied, they will not necessarily improve their work performance. This research is supported by meta-analytic research conducted by Rosmaini & Tanjung (2019) which states that satisfaction has an effect on performance.

Employees who are satisfied with their jobs tend to be more productive. When they feel happy and involved in their work, they tend to work more efficiently and effectively. High job satisfaction can reduce fatigue and stress levels, increase concentration, and allow employees to focus on the tasks at hand. This contributes to increased work performance.

3.6.8. The effect of competence on work performance through satisfaction.

Based on the results of the analysis of the intervening variables shown in table 8, it shows that the competence variable on work performance has a *direct effect* coefficient value of 0.346 with a *Pvalue* of 0.020 which means that the *direct effect* of the competency variable has a direct positive effect on work performance significantly, because the *Pvalue* is $0.020 < 0.05$. In the *indirect effect* , competence has a coefficient value of 0.012 with a *P-value* of 0.815, which means that competence has a positive effect through satisfaction as an intervening variable on work performance but not significant, because the *P-value* is $0.815 > 0.05$. And in total competence has a positive effect on employee performance with a significant value of 0.358 because the *Pvalue* is $0.009 < 0.05$.

Employees who have high competence in carrying out their duties tend to produce better performance. They have a deep understanding of their work, and are able to apply relevant knowledge and skills. Employees who are able to provide good performance will feel satisfied with the results achieved, increase their job satisfaction so that work performance also has an effect.

3.6.9. The effect of intrinsic motivation on work performance through satisfaction.

The intrinsic motivation variable on work performance has a *direct effect* coefficient value of -0.180 with a *Pvalue* of 0.273 which means that the *direct effect* variable intrinsic motivation does not directly affect work performance and is also not significant, because the *Pvalue* is $0.273 > 0.05$. In the *indirect effect*, intrinsic motivation has a coefficient of 0.021 with a *P-value* of 0.797, which means that intrinsic motivation has a positive effect through satisfaction as an intervening variable on work performance but not significant, because the *P-value* is $0.797 > 0.05$. In total, intrinsic motivation has no effect on work performance with a value of -0.159 and is not significant because *the Pvalue* is $0.293 > 0.05$.

If intrinsic motivation has no influence on work performance through satisfaction, then it is possible for this to occur because the level of competition within the institution is felt to be less strong so that employee motivation to compete is less. This has an impact on the ambition of employees who are static at work and are satisfied with existing conditions, so that optimal work performance is not easy to achieve.

3.6.10. The effect of rewards on work performance thorough satisfaction.

The reward variable on work performance has a *direct effects* coefficient value of -0.302 with a *Pvalue* of 0.110, which means that the *direct effect* variable rewards does not directly affect work performance and is also not significant, because the *Pvalue* is $0.110 > 0.05$. In the *indirect effect*, rewards have a coefficient value of 0.035 with a *Pvalue* of 0.786, which means that rewards have a positive effect through satisfaction as an intervening variable on work performance but not significant, because the *Pvalue* is $0.786 > 0.05$. And in total the rewards has no effect on work performance with a value of -0.266 but it is not significant because *the Pvalue* is $0.050 = 0.05$.

When employees feel valued and get recognition, they feel important and valuable in the organization. This creates positive feelings and personal satisfaction which increases overall job satisfaction. High job satisfaction has a positive impact on productivity and work performance.

5. Conclusions and recommendations

5.1. Conclusion

- a. Competence has a positive and significant effect on work performance
- b. Intrinsic motivation has no effect on work performance
- c. Rewards have no effect on work performance
- d. Competence has a positive and significant effect on satisfaction
- e. Intrinsic motivation has a positive and significant effect on satisfaction
- f. Rewards have a positive effect on satisfaction
- g. Satisfaction has a positive effect on work performance
- h. Competence has a positive effect on work performance with satisfaction as an intervening variable
- i. Intrinsic motivation has no effect on work performance with satisfaction as an intervening variable
- j. Rewards do not affect work performance with satisfaction as an intervening variable

5.2. Suggestion

- a. It is hoped that further research can examine more information related to the institution under research. And for the next research it is expected to use a larger sample, so that the research becomes more accurate.
- b. It is necessary to pay more attention and make further efforts regarding instilling intrinsic motivation and giving rewards to employees of the institution so that these two variables can influence satisfaction and have a good impact on work performance achieved.

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