

LAMPIRAN 1: KUESIONER

Kepada Yth. Bapak/Ibu Karyawan PDAM Delta Tirta Kabupaten Sidoarjo Kabupaten Sidoarjo, Saya Rosalina Ayu Wulandari mahasiswi Magister Manajemen Universitas 17 Agustus 1945 Surabaya sedang melakukan penelitian untuk penyusunan Tesis dengan judul Pengaruh *Job design, Competency*, dan Imbalan terhadap *Job satisfaction* dan Kinerja Karyawan PDAM Delta Tirta Kabupaten Sidoarjo Kabupaten Sidoarjo. Oleh karena itu di sela-sela kesibukan Bapak/Ibu, saya mohon dengan hormat kesediaan Bapak/Ibu untuk mengisi kuesioner berikut. Atas kesediaan dan partisipasi Bapak/Ibu, saya mengucapkan terima kasih.

Di bawah ini berisi pertanyaan-pertanyaan sebagai berikut:

1. Nama :
2. Status Karyawan : PKWTT PKWT
3. Jenis Kelamin : Laki-laki Perempuan
4. Usia : 20 – 25 Thn 26 -35 Thn
 36 Thn keatas
5. Pendidikan Terakhir : SMA/SMK S1
 D3 S2

Pilihlah jawaban yang menurut Anda paling tepat menggambarkan diri Anda:

- Sangat Setuju (SS)
- Setuju (S)
- Netral (N)
- Tidak Setuju (TS)
- Sangat Tidak Setuju (STS)

<i>Job design</i>						
No	Pernyataan	STS	TS	N	S	SS
1	Setiap tugas yang diberikan mempunyai arti penting bagi perusahaan.					
2	Di perusahaan menekankan karyawan harus memiliki keterampilan diluar tugas pekerjaan.					
3	Saya suka diberikan tugas selain tugas inti					
4	Saya bekerja sesuai arahan atasan.					
<i>Competency</i>						
1	Sertifikasi merupakan hal penting bagi karyawan PDAM Delta Tirta Kabupaten Sidoarjo.					
2	Pengetahuan tentang pengelolaan air minum dan/atau air bersih yang dimiliki mendukung tugas saya sebagai karyawan PDAM Delta Tirta Kabupaten Sidoarjo					
3	Keterampilan membina hubungan kerja baik dengan instansi pemerintah maupun perusahaan swasta yang saya miliki mendukung tugas operasional PDAM Delta Tirta Kabupaten Sidoarjo					
4	Saya memiliki kemampuan untuk mengontrol diri sebagai karyawan PDAM Delta Tirta Kabupaten Sidoarjo					
5	Orientasi interpersonal yang tinggi membuat saya dapat bertanggung jawab secara pribadi untuk bekerja sama					

	dengan baik.					
6	Saya mencari informasi untuk meningkatkan kualitas pekerjaan.					
7	Saya memiliki pengalaman cukup dalam bekerja yang berguna untuk membantu tugas saya sebagai pegawai PDAM Delta Tirta Kabupaten Sidoarjo					
Imbalan						
1	Kenaikan penghasilan (gaji, dan tunjangan kegiatan tambahan) didasarkan atas prestasi kerja.					
2	Adanya insentif dapat menjaga kualitas pekerjaan.					
3	Imbalan kerja (gaji, bonus, serta tunjangan) yang diberikan perusahaan sudah sesuai dengan kinerja saya					
4	Tunjangan yang saya terima sesuai dengan kebutuhan.					
5	Imbalan yang diberikan tidak selalu berbentuk finansial.					
6	Saya menggunakan semua fasilitas perusahaan yang menunjang pekerjaan					
7	Saya menggunakan asuransi kesehatan dengan mudah					

8	Program cuti yang diberikan sesuai dengan kebutuhan					
<i>Job satisfaction</i>						
1	Pekerjaan yang saya terima sesuai dengan latar belakang pendidikan yang saya miliki sehingga saya berkompenten dalam bekerja.					
2	Saya senang bekerja dengan rekan kerja yang saling membantu menyelesaikan pekerjaan					
3	Saya senang dengan penilaian untuk promosi berdasarkan prestasi dan hasil kerja karyawan					
4	Saya senang bekerja dengan rekan kerja yang dapat menciptakan suasana kerja yang harmonis					
5	Saya merasa senang karena ada kesempatan terbuka untuk dipromosikan					
6	Pegawai memiliki kesempatan untuk menerima tanggung jawab yang lebih besar.					
7	Saya merasa perusahaan sudah memberikan gaji karyawan sesuai dengan standart yang berlaku					
8	Saya diberi kesempatan untuk belajar mengembangkan kemampuan .					

Kinerja Karyawan						
1	Saya menyusun rencana kegiatan berdasarkan tugas dan tanggung jawab.					
2	Saya mampu berinovasi dalam menyelesaikan pekerjaan					
3	Saya cepat dalam bertindak/mengambil keputusan.					
4	Saya mampu bekerja mencapai/melebihi target					
5	Saya dapat menyelesaikan tugas yang telah menjadi tanggung jawab saya dengan hasil yang memuaskan.					
6	Kualitas kerja saya sudah memenuhi standar yang telah ditetapkan perusahaan.					
7	Saya dapat menggunakan waktu dengan efektif & efisien					
8	Saya bekerja sesuai dengan prosedur perusahaan.					

LAMPIRAN 2 : REKAP JAWABAN RESPONDEN (*JOB DESIGN,COMPETENCY DAN IMBALAN*)

VAR	<i>JOB DESIGN</i>				<i>COMPETENCY</i>							<i>IMBALAN</i>						
IND	X1. 1.1	X1. 1.2	X1. 2	X1. .3	X2. 1.1	X2. 1.2	X2. 2.1	X2. 2.2	X2. 3	X2. 4	X2. 5	X3. 1	X3. 3	X3. 4	X3.5. 1	X3. 5.2	X3. 5.3	X3. 6
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LAMPIRAN 2 : REKAP JAWABAN RESPONDEN (*JOB SATISFACTION* DAN KINERJA KARYAWAN)

VAR	<i>JOB SATISFACTION</i>						KINERJA KARYAWAN								
IND	Z.1.1	Z.1.2	Z.1.3	Z.2	Z.3.1	Z.3.2	Y.1.1	Y.1.2	Y.2.1	Y.2.2	Y.2.3	Y.3	Y.4	Y.5	
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6	1	2	4	1	1	1	4	4	4	2	2	3	2	3	

7	4	4	4	4	4	4	2	3	2	3	4	3	2	3
8	3	3	3	3	2	2	3	3	3	3	3	3	4	3
9	3	3	2	2	1	2	3	3	1	3	2	3	4	3
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11	3	3	3	3	2	2	2	3	3	3	3	3	2	3
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106	3	2	1	3	3	4	1	3	4	5	4	4	3	4
107	4	4	4	1	1	1	3	3	3	3	3	5	3	3
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122	3	2	3	3	1	3	3	2	3	4	3	3	2	3
123	5	5	5	3	3	4	3	5	5	5	5	4	3	3
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130	5	5	5	4	1	3	2	2	3	2	3	3	3	4
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136	4	4	4	4	4	4	3	3	5	4	3	4	3	4
137	4	4	4	4	4	4	2	2	3	4	3	3	4	3
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142	5	4	4	4	2	1	2	3	3	3	2	4	3	3
143	3	3	3	4	4	2	3	3	3	4	4	3	3	4
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145	4	2	2	4	5	1	5	5	5	5	5	5	5	5
146	3	3	4	3	1	1	5	5	5	5	5	5	5	5
147	3	3	3	4	3	3	3	3	5	5	5	5	5	5
148	5	5	5	5	5	5	5	5	5	5	5	5	5	5
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168	3	3	2	3	1	3	5	5	5	5	5	5	5	5
169	3	3	3	4	3	1	2	2	3	2	3	2	3	3
170	3	2	2	3	4	3	2	3	3	3	2	4	5	3
171	2	2	3	4	3	2	3	4	3	5	3	3	3	3
172	4	3	2	3	2	4	1	4	2	3	3	3	3	3

LAMPIRAN 3 : KARAKTERISTIK RESPONDEN

No	Jenis Kelamin	Usia	Pendidikan	Status Karyawan
1	Perempuan	24-25 Tahun	SMA	PKWTT
2	Perempuan	28-30 Tahun	S1	PKWTT
3	Perempuan	32-33 Tahun	S1	PKWTT
4	Laki-laki	26- 28 Tahun	D3	PKWTT
5	Laki-laki	29-34	SMA	PKWTT
6	Laki-laki	23-25 Tahun	SMA	PKWTT
7	Perempuan	32-35 Tahun	SMA	PKWTT
8	Laki-laki	40-50 Tahun	S2	PKWTT
9	Laki-laki	30-32 Tahun	SMA	PKWTT
10	Perempuan	32-34 Tahun	SMA	PKWTT
11	Perempuan	27-29 Tahun	S1	PKWTT
12	Perempuan	32-35 Tahun	S1	PKWTT
13	Laki-laki	24-25 Tahun	SMA	PKWT
14	Laki-laki	26-28 Tahun	SMA	PKWT
15	Perempuan	20-23 Tahun	SMA	PKWT
16	Perempuan	32-34 Tahun	SMA	PKWT
17	Perempuan	22-25 Tahun	SMA	PKWT
18	Perempuan	23-25 Tahun	SMA	PKWTT
19	Perempuan	24-25 Tahun	SMA	PKWTT
20	Perempuan	27-32 Tahun	S1	PKWTT
21	Perempuan	24-25 Tahun	SMA	PKWT
22	Perempuan	19-21 Tahun	SMA	PKWT
23	Laki-laki	32-35 Tahun	S1	PKWTT
24	Laki-laki	28-29 Tahun	S1	PKWTT
25	Laki-laki	27-29 Tahun	S1	PKWT
26	Laki-laki	30- 31 Tahun	S1	PKWT
27	Laki-laki	32-34 Tahun	S1	PKWTT
28	Perempuan	36-40 Tahun	S2	PKWTT

29	Laki-laki	26-29 Tahun	S1	PKWT
30	Perempuan	32-34 Tahun	S1	PKWTT
31	Laki-laki	23-25 Tahun	SMA	PKWTT
32	Laki-laki	32-34 Tahun	S1	PKWTT
33	Perempuan	32-34 Tahun	SMA	PKWT
34	Perempuan	23-25 Tahun	SMA	PKWTT
35	Perempuan	33-35 Tahun	SMA	PKWTT
36	Perempuan	38-40 Tahun	S1	PKWTT
37	Perempuan	32-34 Tahun	SMA	PKWTT
38	Perempuan	37-39 Tahun	S1	PKWTT
39	Laki-laki	32- 34 Tahun	SMA	PKWT
40	Laki-laki	32- 34 Tahun	SMA	PKWT
41	Perempuan	23-25 Tahun	SMA	PKWT
42	Laki-laki	27-30 Tahun	SMA	PKWTT
43	Laki-laki	30-35 Tahun	S1	PKWTT
44	Laki-laki	27-32 Tahun	SMA	PKWTT
45	Perempuan	23-25 Tahun	SMA	PKWT
46	Perempuan	19-21 Tahun	SMA	PKWT
47	Perempuan	30-35 Tahun	SMA	PKWTT
48	Perempuan	19-20 Tahun	SMA	PKWT
49	Laki-laki	32- 34 Tahun	S1	PKWTT
50	Laki-laki	39-40 Tahun	S1	PKWTT
51	Perempuan	30-35 Tahun	S1	PKWTT
52	Laki-laki	24-25 Tahun	SMA	PKWT
53	Laki-laki	32- 34 Tahun	S1	PKWT
54	Perempuan	30-35 Tahun	S1	PKWTT
55	Laki-laki	27-28 Tahun	S1	PKWT
56	Laki-laki	20-21 Tahun	SMA	PKWT
57	Laki-laki	32- 34 Tahun	S1	PKWT
58	Perempuan	30-35 Tahun	S1	PKWTT
59	Perempuan	30-35 Tahun	S1	PKWTT
60	Laki-laki	42 -44 Tahun	S1	PKWTT
61	Laki-laki	27-32 Tahun	S1	PKWT
62	Laki-laki	47-49 Tahun	S1	PKWT
63	Perempuan	32- 34 Tahun	S1	PKWTT
64	Perempuan	24-25 Tahun	S1	PKWTT

65	Laki-laki	32- 34 Tahun	S1	PKWTT
66	Perempuan	24-25 Tahun	SMA	PKWTT
67	Laki-laki	32- 34 Tahun	S1	PKWTT
68	Perempuan	29-31 Tahun	S1	PKWT
69	Perempuan	20-21 Tahun	S1	PKWT
70	Perempuan	20-21 Tahun	SMA	PKWT
71	Perempuan	23-22 Tahun	SMA	PKWT
72	Laki-laki	32- 34 Tahun	S1	PKWTT
73	Laki-laki	24-25 Tahun	SMA	PKWTT
74	Laki-laki	32- 34 Tahun	S1	PKWTT
75	Perempuan	32- 34 Tahun	SMA	PKWTT
76	Perempuan	24-25 Tahun	SMA	PKWTT
77	Perempuan	31-33 Tahun	SMA	PKWTT
78	Perempuan	24-25 Tahun	SMA	PKWTT
79	Laki-laki	27-32 Tahun	S1	PKWTT
80	Laki-laki	20-21 Tahun	SMA	PKWT
81	Laki-laki	33-35 Tahun	S1	PKWTT
82	Laki-laki	27-32 Tahun	S1	PKWTT
83	Perempuan	19-24 Tahun	SMA	PKWT
84	Perempuan	19-24 Tahun	SMA	PKWT
85	Laki-laki	27-32 Tahun	S1	PKWT
86	Laki-laki	20-21 Tahun	SMA	PKWT
87	Laki-laki	27-32 Tahun	S1	PKWT
88	Laki-laki	27-32 Tahun	S1	PKWT
89	Perempuan	23-25 Tahun	SMA	PKWT
90	Laki-laki	39-41 Tahun	S1	PKWTT
91	Laki-laki	27-32 Tahun	S1	PKWTT
92	Perempuan	20-24 Tahun	S1	PKWTT
93	Laki-laki	27-32 Tahun	S1	PKWTT
94	Perempuan	19-24 Tahun	S1	PKWT

95	Laki-laki	38-40 Tahun	SMA	PKWTT
96	Laki-laki	32- 34 Tahun	S1	PKWTT
97	Perempuan	20-24 Tahun	S1	PKWTT
98	Laki-laki	32- 34 Tahun	S1	PKWTT
99	Perempuan	37-39 Tahun	S1	PKWTT
100	Laki-laki	27-32 Tahun	S1	PKWTT
101	Perempuan	24-25 Tahun	SMA	PKWTT
102	Perempuan	40-42 Tahun	S1	PKWTT
103	Laki-laki	32- 34 Tahun	S1	PKWTT
104	Laki-laki	27-32 Tahun	S1	PKWTT
105	Perempuan	22-25 Tahun	SMA	PKWT
106	Laki-laki	27-32 Tahun	SMA	PKWTT
107	Perempuan	20-24 Tahun	SMA	PKWT
108	Perempuan	32-34 Tahun	SMA	PKWTT
109	Laki-laki	24-25 Tahun	SMA	PKWTT
110	Perempuan	32-34 Tahun	S1	PKWTT
111	Perempuan	23-25 Tahun	SMA	PKWT
112	Laki-laki	32-34 Tahun	SMA	PKWTT
113	Laki-laki	32-34 Tahun	S1	PKWTT
114	Laki-laki	24-25 Tahun	SMA	PKWTT
115	Perempuan	30-31 Tahun	SMA	PKWT
116	Laki-laki	24-25 Tahun	S1	PKWTT
117	Laki-laki	30-31 Tahun	SMA	PKWTT
118	Perempuan	23-25 Tahun	SMA	PKWT
119	Laki-laki	30-31 Tahun	S1	PKWTT
120	Perempuan	30-31 Tahun	SMA	PKWTT
121	Laki-laki	23-25 Tahun	SMA	PKWT
122	Laki-laki	33-35 Tahun	S1	PKWTT
123	Laki-laki	33-35 Tahun	SMA	PKWTT
124	Perempuan	33-35 Tahun	S1	PKWTT
125	Perempuan	23-25 Tahun	SMA	PKWT
126	Perempuan	30-34 Tahun	SMA	PKWTT

127	Perempuan	30-34 Tahun	SMA	PKWTT
128	Perempuan	24-25 Tahun	SMA	PKWT
129	Laki-laki	27-28 Tahun	SMA	PKWTT
130	Perempuan	23-25 Tahun	SMA	PKWTT
131	Laki-laki	32-33	SMA	PKWT
132	Laki-laki	30-34 Tahun	S1	PKWTT
133	Laki-laki	32- 33 Tahun	SMA	PKWTT
134	Laki-laki	30-34 Tahun	SMA	PKWTT
135	Laki-laki	24-25 Tahun	SMA	PKWT
136	Laki-laki	31-33 Tahun	SMA	PKWTT
137	Perempuan	27-28 Tahun	SMA	PKWT
138	Perempuan	24-25 Tahun	SMA	PKWTT
139	Perempuan	31-33 Tahun	SMA	PKWTT
140	Laki-laki	24-25 Tahun	SMA	PKWTT
141	Laki-laki	31-33 Tahun	SMA	PKWTT
142	Laki-laki	24-25 Tahun	SMA	PKWT
143	Laki-laki	24-25 Tahun	SMA	PKWTT
144	Laki-laki	30-34 Tahun	S1	PKWT
145	Perempuan	31-32 Tahun	SMA	PKWTT
146	Perempuan	24-25 Tahun	SMA	PKWTT
147	Perempuan	31-34 Tahun	SMA	PKWT
148	Laki-laki	24-25 Tahun	SMA	PKWT
149	Perempuan	31-33 Tahun	S1	PKWTT
150	Laki-laki	24-25 Tahun	SMA	PKWT
151	Laki-laki	28-30 Tahun	SMA	PKWTT
152	Perempuan	26-27 Tahun	SMA	PKWT
153	Perempuan	30-34 Tahun	SMA	PKWTT
154	Laki-laki	26-27 Tahun	SMA	PKWT
155	Laki-laki	24-25 Tahun	SMA	PKWTT
156	Laki-laki	30-34 Tahun	SMA	PKWTT
157	Perempuan	30-34 Tahun	S1	PKWT
158	Perempuan	24-25 Tahun	SMA	PKWTT

159	Laki-laki	26-27 Tahun	SMA	PKWT
160	Perempuan	30-34	SMA	PKWTT
161	Laki-laki	24-25 Tahun	SMA	PKWTT
162	Perempuan	24-25 Tahun	SMA	PKWT
163	Laki-laki	26-27 Tahun	SMA	PKWT
164	Perempuan	26-27 Tahun	SMA	PKWTT
165	Laki-laki	24-25 Tahun	SMA	PKWTT
166	Perempuan	24-25 Tahun	SMA	PKWTT
167	Perempuan	26-27 Tahun	SMA	PKWT
168	Perempuan	24-25 Tahun	SMA	PKWTT
169	Laki-laki	30-34	S1	PKWTT
170	Perempuan	26-27 Tahun	SMA	PKWT
171	Perempuan	24-25 Tahun	SMA	PKWTT
172	Perempuan	26-27 Tahun	SMA	PKWT

LAMPIRAN 4 : MAPPING PENELITIAN TERDAHULU

No	Peneliti	Judul	Hasil Penelitian	Keterkaitan dengan judul penelitian
1.	Tria Rizkia Ananda (2022)	Pengaruh Desain Kerja Terhadap Kinerja Karyawan Pada PT Sucofindo Cabang Jambi Dengan Motivasi Intrinsik Sebagai Variabel Mediasi	Desain kerja berpengaruh positif dan signifikan terhadap kinerja	Kesamaan dengan penelitian ini adalah variabel Desain Kerja terhadap Kinerja Karyawan.
2.	Reva Ragam Santika, Liswandi, Zainur Hidayah. (2021)	Mediating Role Of Job <i>satisfaction</i> In Relationship Between Retention, Commitmen, Competence In Improving Performance	<i>Competency</i> berpengaruh positif namun tidak signifikan terhadap kepuasan kerja	Kesamaan dengan penelitian ini adalah variabel <i>competency</i> terhadap kepuasan kerja.
3.	Ibrahim Ghazi Alkandi , Mohammed Arshad Khan, Mohammed Fallatah, Ahmad Alabdulhadi , Salem Alanizan	The Impact of Incentive and Reward Systems on Employee Performance in the Saudi Primary, Secondary, and Tertiary Industrial Sectors: A Mediating Influence of	Terdapat pengaruh langsung yang tidak signifikan antara insentif dan penghargaan, dan kinerja karyawan.	Kesamaan dengan penelitian ini adalah variabel Reward system terhadap <i>employee job satisfaction</i>

	and Jaithen Alharbi. (2023)	Employee <i>Job satisfaction</i>		
4.	Nurcahyono , Anwar, R Ery Wibowo , dan Ida Kristiana. (2020)	Impact Of Competence, <i>Job design, Job satisfaction</i> on Employee Directorate General of Taxes Performance	faktor-faktor yang dapat meningkatkan kinerja yaitu <i>competency</i> , kompensasi, dan desain pekerjaan (rotasi pekerjaan dan pekerjaan ekspansi) dan kepuasan kerja merupakan faktor pendukung yang digunakan oleh perusahaan untuk meningkatkan kinerja karyawan	Kesamaan dengan penelitian ini adalah variabel <i>job satisfaction</i> memediasi <i>job design</i> .
5.	Wirawan Endro Dwi Radianto , Laj Victor Effendi. (2022)	<i>Job satisfaction</i> And Job Engagement: Which Has The Greatest Influence In Mediating Rewards And Performance?	kepuasan mampu memediasi hubungan antara penghargaan dan kinerja.	Kesamaan dengan penelitian ini adalah variabel <i>job satisfaction</i> memediasi reward system dan kinerja karyawan
6.	Henni Comala Hikmi, Ida Aju	The Influence Of Individual Characteristics, Competence	Secara parsial <i>competency</i> berpengaruh positif dan	Kesamaan dengan penelitian ini adalah

	Brahmasari, dan Ida Aju Brahma Ratih. (2022)	And Organizational Climate On Employee Performance Of The Regional Financial And Asset Management Agency Of West Nusa Tenggara Province.	signifikan terhadap kinerja karyawan Badan Pengelola Keuangan dan Aset Daerah pegawai Provinsi Nusa Tenggara Barat.	variabel <i>competency</i> terhadap kinerja karyawan.
7.	Tatik Budiningsih, Trimanto Setyo Wardoyo. (2021)	The Effect Of Motivation And <i>Job satisfaction</i> On employees Performance At Private Universities In Bandung	Motivasi dan pekerjaan kepuasan secara parsial berpengaruh signifikan terhadap kinerja karyawan pada swasta universitas di Bandung.	Kesamaan dengan penelitian ini adalah variabel <i>job satisfaction</i> terhadap <i>employees performance</i> .
8.	Dewa Gede Satriawan, Ida Aju Brahmawati, dan Ida Aju Brahma Ratih. (2022)	The Influence Of Competence, Work Ethic And Anxiety On Employee Performance Of Village Credit Institutions In Bali Province.	<i>Competency</i> berpengaruh positif dan signifikan terhadap kinerja pegawai.	Kesamaan dengan penelitian ini adalah variabel <i>competency</i> terhadap kinerja pegawai.
9.	Mahmudah Enny Widyaningrum. (2020)	The Mediating Role of Employee Satisfaction on the Effect of Competencies and Work Environment on	<i>competency</i> dan lingkungan kerja berpengaruh positif terhadap kepuasan	Kesamaan dengan penelitian ini adalah variabel <i>competence</i> terhadap <i>job satisfaction</i>

		Employee Performance: On the Pandemic Covid 19 Era	karyawan dan kinerja karyawan. kepuasan karyawan menunjukkan efek positif pada kinerja karyawan. Penelitian ini juga menemukan bahwa kepuasan karyawan memediasi pengaruh <i>competency</i> dan lingkungan kerja terhadap kinerja karyawan.	dan kinerja karyawan.
10.	Luis Marnisah Jefirstson Richset Riwu Kore Fellyanus Haba Ora. (2022)	Employee Performance Based On <i>Competency</i> , Career Development, And Organizational Culture	Variabel <i>competency</i> berpengaruh negatif terhadap kinerja pegawai di Kota Kupang Sekretariat Daerah Pemerintah	Kesamaan dengan penelitian ini adalah variabel <i>competency</i> terhadap kinerja karyawan.
11.	Hyronimus Se, Tobias Timba. (2020)	Pengaruh Imbalan, Otonomi Pekerjaan Dan Lingkungan Kerja Terhadap Kinerja	imbalan tidak signifikan terhadap kinerja karyawan	Kesamaan dengan penelitian ini adalah variabel imbalan terhadap

		Karyawan Pada Perusahaan Pembiayaan Sepeda Motor Di Kota Batam		kinerja karyawan.
12.	Erwina,Raba,Ishak,Amri,Marshal. (2022)	Impact of Compensation and <i>Competency</i> Level on Employee Performance Improvement.	Secara parsial dan simultan variabel kompensasi dan <i>competency</i> berpengaruh terhadap kinerja pegawai pada Sekretariat Daerah Provinsi Sulawesi Selatan	Kesamaan dengan penelitian ini adalah variabel <i>competency</i> terhadap kinerja karyawan.
13.	Hariati, Mahlia Muis, Yunus Amar. (2021)	The Effect of Job Motivation and <i>Job satisfaction</i> on Employee Performance Through Organizational Citizenship Behavior	Kepuasan kerja dimiliki berpengaruh positif dan signifikan terhadap kinerja karyawan.	Kesamaan dengan penelitian ini adalah variabel <i>job satisfaction</i> terhadap kinerja karyawan.
14.	Bintang Bagaskara Korda, Riani Rachmawati . (2022)	The Influence of Organizational Culture on Employee Performance Mediated by <i>Job satisfaction</i> and Employee Commitment	Hasilnya menandakan bahwa <i>job satisfaction</i> berpengaruh positif terhadap kinerja karyawan.	Kesamaan dengan penelitian ini adalah variabel <i>job satisfaction</i> terhadap kinerja karyawan.
15.	Rina Yulianingsi	The Effect Of <i>Job design</i> And	<i>Job design</i> memiliki	Kesamaan dengan

	h, Lalu Suparman dan Mukmin Suryatni. (2021)	Career Development On <i>Job satisfaction</i> and Organizational Commitments Of Personnel At Directorate Of Samapta Regional Police Of West Nusa Tenggara	berpengaruh positif namun tidak signifikan terhadap <i>job satisfaction</i>	penelitian ini adalah variabel <i>Job design</i> terhadap <i>job satisfaction</i> .
16.	Samuel Egenius, Boge Triatmanto, Mohamad Natsir. (2020)	The Effect of <i>Job satisfaction</i> on Employee Performance Through Loyalty at Credit Union (CU) Corporation of East Kutai District, East Kalimantan	<i>Job satisfaction</i> berpengaruh signifikan terhadap kinerja karyawan melalui loyalitas.	Kesamaan dengan penelitian ini adalah variabel <i>Job satisfaction</i> terhadap kinerja karyawan.
17.	Ida Bagus Alit Mahayana , Ida Bagus Udayana Putra , Putu Ngurah Suyatna Yasa. (2022)	The Role of <i>Job satisfaction</i> as a Mediation of Competence and Motivation on Employee Performance at Marthalia Skincare Clinic Denpasar	<i>Job satisfaction</i> berpengaruh terhadap kinerja karyawan; <i>competency</i> berpengaruh terhadap <i>job satisfaction</i>	Kesamaan dengan penelitian ini adalah variabel <i>competence</i> terhadap <i>job satisfaction</i> dan kinerja karyawan.
18.	Diah Pranitasaria, Julian , Meldasari Said, Sukmo Hadi	The Mediating Effect of Work Engagement on Competence, Work Environment and Job	Competence has an effect on <i>job satisfaction</i>	Kesamaan dengan penelitian ini adalah variabel <i>competence</i> terhadap <i>job</i>

	Nugroho. (2022)	Satisfacti		<i>satisfaction.</i>
19.	Muhammad Aru Setiawan, Ribhan , Nova Mardiana. (2022)	The Effect Of Motivation And Reward System On Employee Performance With Commitment As A Mediation Variable	job telah berpengaruh positif dan signifikan terhadap kinerja karyawan	Kesamaan dengan penelitian ini adalah variabel imbalan terhadap kinerja karyawan.
20.	Farid Firmansyah, Ida Aju Brahmasari dan Ida Aju Brahma Ratih. (2020)	The Effect of Individual Characteristics, Competence on <i>Job satisfaction</i> and Employee Performance of IKM Batik in Pamekasan	<i>Competency</i> berpengaruh signifikan terhadap Pekerjaan Kepuasan karyawan IKM Batik di Pamekasan Daerah dan Kepuasan kerja tidak berpengaruh signifikan terhadap kinerja Karyawan IKM Batik di Pamekasan Daerah.	Kesamaan dengan penelitian ini adalah variabel <i>competence</i> terhadap <i>job satisfaction</i> dan kinerja karyawan.
21.	Achmad Agus Priyono. (2020)	Pengaruh Kualitas Kehidupan Kerja Terhadap Kinerja Karyawan Dengan Kepuasan Kerja Sebagai Variabel	ada positif dan pengaruh signifikan antara variabel <i>job satisfaction</i> (Z) terhadap Kinerja Karyawan	Kesamaan dengan penelitian ini adalah variabel organizational citizenship behavior terhadap kinerja

		Intervening		karyawan.
22.	Yoyok Sandi Putra, Muhammad Mansur dan Afi Rachmat Slamet. (2020)	Pengaruh desain kerja,kepuasan kerja dan lingkungan kerja terhadap kinerja karyawan	<i>Job design</i> , kerja lingkungan dan <i>job satisfaction</i> secara simultan berpengaruh signifikan terhadap kinerja karyawan PT. Megadepo Indonesia Malang	Kesamaan dengan penelitian ini adalah <i>job design</i> terhadap kinerja karyawan.
23.	Muh. Nur, Mahmudin A. Sabilalo, Umyy Kalsum dan Andi Runis Makkulau. (2020)	The Influence Of Organizational Culture And <i>Job design</i> On Work Commitment And Employee Performance At Perum Bulog Sultra regional Division	<i>Job design</i> berpengaruh positif namun tidak signifikan terhadap kinerja karyawan Perum Bulog Divisi Regional Sultra.	Kesamaan dengan penelitian ini adalah variabel <i>Job design</i> terhadap kinerja karyawan.
24.	Dila Khairunnisa , Ulil Amri, M. Iqbal. (2021)	Pengaruh Employee Engagement, <i>Job design</i> , dan Organizational Culture terhadap Kinerja Karyawan Bank Syariah Indonesia KC Palembang Demang.	<i>job design</i> memiliki pengaruh positif dan signifikan terhadap kinerja karyawan.	Kesamaan dengan penelitian ini adalah variabel <i>job design</i> terhadap kinerja karyawan.
25.	Ilham	Analisis	<i>Reward</i>	Kesamaan

	Wahyu Pratama, Gendut Sukarno. (2021)	Penilaian Kinerja, <i>Reward</i> , dan <i>Punishment</i> Terhadap Kinerja Pegawai Pada Badan Kepegawaian Daerah Provinsi Jawa Timur.	berpengaruh positif pada kinerja pegawai pada Badan Kepegawaian Daerah Provinsi Jawa Timur.	dengan penelitian ini adalah variabel <i>reward</i> terhadap kinerja karyawan.
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LAMPIRAN 5. UJI VALIDITAS KUESIONER

Correlations

	X1.1.1	X1.1.2	X1.2	X1.3	TOTAL_X 1
Pearson Correlation	1	,742**	,564**	,505**	,843**
Sig. (2-tailed)		,000	,000	,000	,000
N	172	172	172	172	172
Pearson Correlation	,742**	1	,531**	,547**	,841**
Sig. (2-tailed)	,000		,000	,000	,000
N	172	172	172	172	172
Pearson Correlation	,564**	,531**	1	,700**	,837**
Sig. (2-tailed)	,000	,000		,000	,000
N	172	172	172	172	172
Pearson Correlation	,505**	,547**	,700**	1	,823**
Sig. (2-tailed)	,000	,000	,000		,000
N	172	172	172	172	172
Pearson Correlation	,843**	,841**	,837**	,823**	1
Sig. (2-tailed)	,000	,000	,000	,000	
N	172	172	172	172	172

** . Correlation is significant at the 0.01 level (2-tailed).

Correlations

	X2.1.1	X2.1.2	X2.2.1	X2.2.2	X2.3	X2.4	TOTAL_ X2
Pearson Correlation	1	,488**	,439**	,412**	,451**	,354**	,747**
Sig. (2-tailed)		,000	,000	,000	,000	,000	,000
N	172	172	172	172	172	172	172
Pearson Correlation	,488**	1	,417**	,395**	,398**	,176*	,705**
Sig. (2-tailed)	,000		,000	,000	,000	,021	,000
N	172	172	172	172	172	172	172
Pearson Correlation	,439**	,417**	1	,506**	,545**	,286**	,721**

Sig. (2-tailed)	,000	,000		,000	,000	,000	,000
N	172	172	172	172	172	172	172
Pearson Correlation	,412**	,395**	,506**	1	,484**	,447**	,753**
Sig. (2-tailed)	,000	,000	,000		,000	,000	,000
N	172	172	172	172	172	172	172
Pearson Correlation	,451**	,398**	,545**	,484**	1	,414**	,765**
Sig. (2-tailed)	,000	,000	,000	,000		,000	,000
N	172	172	172	172	172	172	172
Pearson Correlation	,354**	,176*	,286**	,447**	,414**	1	,591**
Sig. (2-tailed)	,000	,021	,000	,000	,000		,000
N	172	172	172	172	172	172	172
Pearson Correlation	,747**	,705**	,721**	,753**	,765**	,591**	1
Sig. (2-tailed)	,000	,000	,000	,000	,000	,000	
N	172	172	172	172	172	172	172

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Correlations

	X3.1	X3.2	X3.3	X3.4.1	X3.4.2	X3.4.3	X3.5	TOTAL _X3
Pearson Correlation	1	,576**	,534**	,270**	,369**	,321**	,487**	,719**
Sig. (2-tailed)		,000	,000	,000	,000	,000	,000	,000
N	172	172	172	172	172	172	172	172
Pearson Correlation	,576**	1	,539**	,294**	,302**	,320**	,435**	,696**
Sig. (2-tailed)	,000		,000	,000	,000	,000	,000	,000
N	172	172	172	172	172	172	172	172
Pearson Correlation	,534**	,539**	1	,222**	,247**	,198**	,393**	,631**
Sig. (2-tailed)	,000	,000		,003	,001	,009	,000	,000
N	172	172	172	172	172	172	172	172
Pearson Correlation	,270**	,294**	,222**	1	,532**	,465**	,286**	,680**

Sig. (2-tailed)	,000	,000	,003		,000	,000	,000	,000
N	172	172	172	172	172	172	172	172
Pearson Correlation	,369**	,302**	,247**	,532**	1	,538**	,335**	,719**
Sig. (2-tailed)	,000	,000	,001	,000		,000	,000	,000
N	172	172	172	172	172	172	172	172
Pearson Correlation	,321**	,320**	,198**	,465**	,538**	1	,286**	,687**
Sig. (2-tailed)	,000	,000	,009	,000	,000		,000	,000
N	172	172	172	172	172	172	172	172
Pearson Correlation	,487**	,435**	,393**	,286**	,335**	,286**	1	,641**
Sig. (2-tailed)	,000	,000	,000	,000	,000	,000		,000
N	172	172	172	172	172	172	172	172
Pearson Correlation	,719**	,696**	,631**	,680**	,719**	,687**	,641**	1
Sig. (2-tailed)	,000	,000	,000	,000	,000	,000	,000	
N	172	172	172	172	172	172	172	172

** . Correlation is significant at the 0.01 level (2-tailed).

Correlations

	Z.1.1	Z.1.2	Z.1.3	Z.3	Z.4.1	Z.4.2	TOTAL_Z
Pearson Correlation	1	,700**	,606**	,329**	,469**	,369**	,782**
Sig. (2-tailed)		,000	,000	,000	,000	,000	,000
N	172	172	172	172	172	172	172
Pearson Correlation	,700**	1	,711**	,292**	,429**	,353**	,788**
Sig. (2-tailed)	,000		,000	,000	,000	,000	,000
N	172	172	172	172	172	172	172
Pearson Correlation	,606**	,711**	1	,313**	,350**	,378**	,759**
Sig. (2-tailed)	,000	,000		,000	,000	,000	,000
N	172	172	172	172	172	172	172
Pearson Correlation	,329**	,292**	,313**	1	,480**	,505**	,640**

Sig. (2-tailed)	,000	,000	,000		,000	,000	,000
N	172	172	172	172	172	172	172
Pearson Correlation	,469**	,429**	,350**	,480**	1	,653**	,758**
Sig. (2-tailed)	,000	,000	,000	,000		,000	,000
N	172	172	172	172	172	172	172
Pearson Correlation	,369**	,353**	,378**	,505**	,653**	1	,729**
Sig. (2-tailed)	,000	,000	,000	,000	,000		,000
N	172	172	172	172	172	172	172
Pearson Correlation	,782**	,788**	,759**	,640**	,758**	,729**	1
Sig. (2-tailed)	,000	,000	,000	,000	,000	,000	
N	172	172	172	172	172	172	172

** . Correlation is significant at the 0.01 level (2-tailed).

Correlations

	Y.1.1	Y.1.2	Y.2.1	Y.2.2	Y.2.3	Y.3	Y.4	Y.5	TOTAL_Y
Pearson Correlation	1	,729**	,238**	,332**	,287**	,301**	,319**	,373**	,690**
Sig. (2-tailed)		,000	,002	,000	,000	,000	,000	,000	,000
N	172	172	172	172	172	172	172	172	172
Pearson Correlation	,729**	1	,252**	,282**	,264**	,251**	,226**	,321**	,644**
Sig. (2-tailed)	,000		,001	,000	,000	,001	,003	,000	,000
N	172	172	172	172	172	172	172	172	172
Pearson Correlation	,238**	,252**	1	,545**	,524**	,341**	,328**	,381**	,698**
Sig. (2-tailed)	,002	,001		,000	,000	,000	,000	,000	,000
N	172	172	172	172	172	172	172	172	172
Pearson Correlation	,332**	,282**	,545**	1	,482**	,334**	,297**	,235**	,690**
Sig. (2-tailed)	,000	,000	,000		,000	,000	,000	,002	,000
N	172	172	172	172	172	172	172	172	172
Pearson Correlation	,287**	,264**	,524**	,482**	1	,304**	,250**	,353**	,669**

Sig. (2-tailed)	,000	,000	,000	,000		,000	,001	,000	,000
N	172	172	172	172	172	172	172	172	172
Pearson Correlation	,301**	,251**	,341**	,334**	,304**	1	,417**	,324**	,602**
Sig. (2-tailed)	,000	,001	,000	,000	,000		,000	,000	,000
N	172	172	172	172	172	172	172	172	172
Pearson Correlation	,319**	,226**	,328**	,297**	,250**	,417**	1	,479**	,607**
Sig. (2-tailed)	,000	,003	,000	,000	,001	,000		,000	,000
N	172	172	172	172	172	172	172	172	172
Pearson Correlation	,373**	,321**	,381**	,235**	,353**	,324**	,479**	1	,641**
Sig. (2-tailed)	,000	,000	,000	,002	,000	,000	,000		,000
N	172	172	172	172	172	172	172	172	172
Pearson Correlation	,690**	,644**	,698**	,690**	,669**	,602**	,607**	,641**	1
Sig. (2-tailed)	,000	,000	,000	,000	,000	,000	,000	,000	
N	172	172	172	172	172	172	172	172	172

** . Correlation is significant at the 0.01 level (2-tailed).

LAMPIRAN 6. UJI RELIABILITAS KUESIONER

Case Processing Summary

		N	%
Cases	Valid	172	100,0
	Excluded ^a	0	,0
	Total	172	100,0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
,856	4

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
X1.1.1	7,38	12,320	,705	,814
X1.1.2	7,25	12,808	,714	,811
X1.2	7,94	12,598	,700	,816
X1.3	7,87	12,818	,678	,825

Case Processing Summary

		N	%
Cases	Valid	172	100,0
	Excluded ^a	0	,0
	Total	172	100,0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
,804	6

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
X2.1.1	15,94	15,756	,596	,765
X2.1.2	16,11	15,713	,515	,789

X2.2.1	15,77	17,673	,613	,768
X2.2.2	16,14	15,934	,613	,761
X2.3	16,33	15,753	,629	,757
X2.4	15,21	18,623	,445	,797

Case Processing Summary

		N	%
Cases	Valid	172	100,0
	Excluded ^a	0	,0
	Total	172	100,0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
,803	7

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
X3.1	18,86	20,507	,602	,767
X3.2	18,68	21,096	,582	,771
X3.3	18,64	21,203	,483	,787
X3.4.1	18,27	19,556	,506	,786
X3.4.2	18,37	19,766	,582	,769
X3.4.3	18,32	19,669	,523	,782
X3.5	18,45	21,875	,521	,782

Case Processing Summary

		N	%
Cases	Valid	172	100,0
	Excluded ^a	0	,0
	Total	172	100,0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
,839	6

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Z.1.1	15,03	21,309	,667	,802
Z.1.2	15,17	20,995	,671	,801
Z.1.3	15,03	21,437	,630	,809
Z.3	15,08	23,790	,494	,834
Z.4.1	15,52	21,561	,631	,809
Z.4.2	15,44	21,921	,592	,817

Case Processing Summary

		N	%
Cases	Valid	172	100,0
	Excluded ^a	0	,0
	Total	172	100,0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
,810	8

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Y.1.1	24,17	22,063	,559	,783
Y.1.2	24,06	22,640	,503	,792
Y.2.1	24,17	21,911	,568	,782
Y.2.2	24,09	21,640	,547	,786
Y.2.3	24,01	22,456	,538	,787
Y.3	23,97	23,958	,480	,795
Y.4	24,02	23,842	,484	,794
Y.5	24,04	23,419	,522	,789

LAMPIRAN 7. STATISTIK DESKRIPTIF
Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
X1.1.1	172	1	5	2,76	1,429
X1.1.2	172	1	5	2,90	1,338
X1.2	172	1	5	2,21	1,390
X1.3	172	1	5	2,28	1,382
X2.1.1	172	1	5	3,16	1,213
X2.1.2	172	1	5	2,99	1,338
X2.2.1	172	2	5	3,33	,878
X2.2.2	172	1	5	2,96	1,162
X2.3	172	1	5	2,77	1,170
X2.4	172	2	5	3,89	,914
X3.1	172	1	5	2,74	1,012
X3.2	172	1	5	2,92	,945
X3.3	172	1	5	2,96	1,062
X3.4.1	172	1	5	3,33	1,297
X3.4.2	172	1	5	3,23	1,151
X3.4.3	172	1	5	3,28	1,253
X3.5	172	1	5	3,15	,896
Z.1.1	172	1	5	3,22	1,237
Z.1.2	172	1	5	3,09	1,274
Z.1.3	172	1	5	3,22	1,270
Z.3	172	1	5	3,18	1,122
Z.4.1	172	1	5	2,73	1,251
Z.4.2	172	1	5	2,81	1,257
Y.1.1	172	1	5	3,33	1,082
Y.1.2	172	1	5	3,45	1,072
Y.2.1	172	1	5	3,33	1,093
Y.2.2	172	1	5	3,41	1,164
Y.2.3	172	1	5	3,49	1,051
Y.3	172	2	5	3,53	,888
Y.4	172	2	5	3,49	,902
Y.5	172	1	5	3,47	,920
Valid N (listwise)	172				

LAMPIRAN 8 : PENGUJIAN ASUMSI DALAM SEM

a. Evaluasi Multivariate Normality

Assessment of normality (Group number 1)

Variable	min	max	skew	c.r.	kurtosis	c.r.
Y5	1,000	5,000	,351	1,881	-,578	-1,547
Y4	2,000	5,000	,323	1,729	-,751	-2,011
Y3	2,000	5,000	,347	1,857	-,785	-2,101
Y2	1,000	5,000	,240	1,284	-,385	-1,031
Y1	1,000	5,000	,200	1,069	-,963	-2,577
Z3	1,000	5,000	,551	2,951	-,574	-1,537
Z2	1,000	5,000	-,284	-1,521	-,508	-1,361
Z1	1,000	5,000	,180	,961	-,961	-2,573
X31	1,000	5,000	,507	2,713	,115	,307
X32	1,000	5,000	,371	1,985	,425	1,138
X33	1,000	5,000	,228	1,222	-,246	-,659
X34	1,000	5,000	,379	2,027	-,589	-1,576
X35	1,000	5,000	,396	2,119	,275	,736
X21	1,000	5,000	,431	2,308	-,849	-2,273
X22	1,000	5,000	,755	4,043	,008	,020
X23	1,000	5,000	,360	1,926	-,605	-1,620
X24	2,000	5,000	-,149	-,798	-1,131	-3,027
X11	1,000	5,000	,324	1,736	-1,078	-2,885
X12	1,000	5,000	1,102	5,902	-,077	-,205

Variable	min	max	skew	c.r.	kurtosis	c.r.
X13	1,000	5,000	,984	5,268	-,285	-,762
Multivariate					6,668	1,474

b. Evaluasi Univariate Outlier dengan Z-Score

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Zscore(X1.1)	172	-1,52311	1,66200	,0000000	1,0000000
Zscore(X1.2)	172	-,86990	2,00747	,0000000	1,0000000
Zscore(X1.3)	172	-,92551	1,96881	,0000000	1,0000000
Zscore(X2.1)	172	-2,13417	1,69953	,0000000	1,0000000
Zscore(X2.2)	172	-1,55745	1,89167	,0000000	1,0000000
Zscore(X2.3)	172	-1,51536	1,90290	,0000000	1,0000000
Zscore(X2.4)	172	-2,06697	1,21474	,0000000	1,0000000
Zscore(X3.1)	172	-1,71728	2,23418	,0000000	1,0000000
Zscore(X3.2)	172	-2,02925	2,20143	,0000000	1,0000000
Zscore(X3.3)	172	-1,84562	1,92229	,0000000	1,0000000
Zscore(X3.4)	172	-2,22154	1,70756	,0000000	1,0000000
Zscore(X3.5)	172	-2,39362	2,06928	,0000000	1,0000000
Zscore(Z.1)	172	-1,92243	1,61402	,0000000	1,0000000
Zscore(Z.2)	172	-1,94252	1,62136	,0000000	1,0000000
Zscore(Z.3)	172	-1,74042	1,81273	,0000000	1,0000000
Zscore(Y.1)	172	-2,54217	1,58286	,0000000	1,0000000
Zscore(Y.2)	172	-2,61588	1,67941	,0000000	1,0000000
Zscore(Y.3)	172	-1,72880	1,65021	,0000000	1,0000000
Zscore(Y.4)	172	-1,65097	1,67676	,0000000	1,0000000
Zscore(Y.5)	172	-2,67895	1,66803	,0000000	1,0000000
Valid N (listwise)	172				

c. Evaluasi Multivariate Outlier

CHI-SQUARE TABEL (DF=20) = 45.32

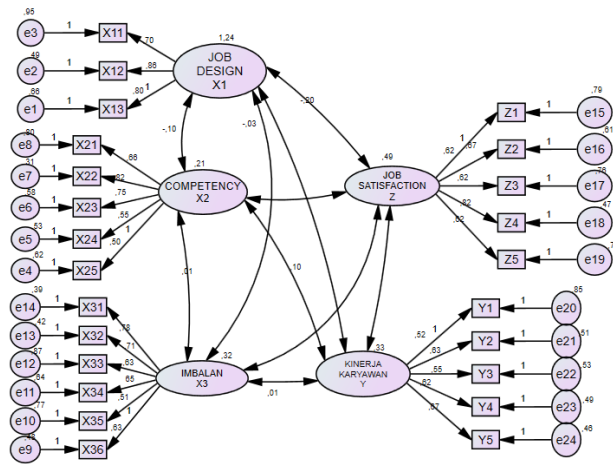
Observations farthest from the centroid (Mahalanobis distance) (Group number 1)

Observation number	Mahalanobis d-squared	p1	p2
47	40,501	,004	,525
12	38,920	,007	,328
123	37,717	,010	,229
161	37,141	,011	,130
30	36,650	,013	,073
62	35,452	,018	,089
70	35,076	,020	,055
42	34,184	,025	,067
84	33,706	,028	,056
156	32,266	,041	,163
28	32,248	,041	,094
55	31,036	,055	,234
1	29,423	,080	,621
31	29,278	,082	,560
34	29,043	,087	,534
61	28,394	,100	,663
38	27,837	,113	,759
69	27,608	,119	,753
81	27,586	,120	,678
23	27,513	,121	,617
73	27,329	,126	,600
87	27,288	,127	,526
166	27,266	,128	,444
16	27,232	,129	,371
91	26,654	,145	,532
29	26,635	,146	,454
63	26,056	,164	,629
160	24,345	,228	,800
120	23,883	,248	,896
78	23,712	,255	,904
135	23,646	,258	,887
48	23,519	,264	,885
36	23,471	,266	,862
5	23,421	,269	,837
170	23,400	,270	,798
43	23,364	,271	,760

Observation number	Mahalanobis d-squared	p1	p2
146	23,173	,280	,787
113	22,925	,292	,835
145	22,809	,298	,833
33	22,786	,299	,797
79	22,693	,304	,786
153	22,561	,311	,792
98	22,519	,313	,761
142	22,505	,314	,713
74	22,462	,316	,677
56	22,082	,336	,804
148	22,040	,338	,774
141	22,006	,340	,739
21	21,910	,345	,733
72	21,851	,349	,709
130	21,781	,353	,689
49	21,647	,360	,704
83	21,601	,363	,673
41	21,593	,363	,618
169	21,465	,370	,632
27	21,379	,375	,623
39	21,300	,380	,609
105	21,226	,384	,593
17	21,123	,390	,594
46	21,058	,394	,574
65	20,753	,412	,518
162	20,662	,417	,515
107	20,605	,421	,490
147	20,382	,434	,572
144	20,300	,439	,563
112	20,219	,444	,555
54	20,120	,450	,558
101	20,059	,454	,537
75	20,049	,455	,483
35	20,045	,455	,425
165	19,866	,466	,482
10	19,792	,471	,469

Observation number	Mahalanobis d-squared	p1	p2
96	19,705	,476	,467
139	19,543	,487	,514
89	19,500	,490	,482
103	19,444	,493	,459
104	19,412	,495	,420
167	19,327	,501	,416
53	19,286	,503	,384
77	19,175	,510	,398
37	19,164	,511	,348
92	19,048	,519	,364
121	18,975	,523	,354
94	18,955	,525	,310
150	18,861	,531	,314
18	18,807	,534	,292
140	18,657	,544	,330
66	18,494	,555	,377
24	18,461	,557	,341
137	18,354	,564	,353

LAMPIRAN 9. ANALISIS MEASUREMENT MODEL



Measurement Model Fit
 1. Absolute Fit Indices:
 Chi-Square=278,041
 Prob. Chi-Square=0,56
 Cmin/DF=1,149
 GFI=,886
 RMSEA=,030
 2. Incremental Fit Indices:
 CFI=,966
 TLI=,961
 3. Parsimony Fit Indices:
 AGFI=,859

1. Absolute Fit Indices;
 Chi-square=278,041
 Prob. Chi-Square=,056
 Cmin/DF=1,149
 GFI=,886 RMSEA=,030
 2. Incremental Fit Indices;
 CFI=,966 TLI=,961
 3. Parsimony Fit Indices;
 AGFI=,859

Regression Weights: (Group number 1 - Default model)

	Estimate	S.E.	C.R.	P	Label
X13 <--- X1	1,000				
X12 <--- X1	1,077	,105	10,250	***	par_1
X11 <--- X1	,863	,096	9,037	***	par_2
X25 <--- X2	1,000				
X24 <--- X2	,423	,149	2,846	,004	par_3
X23 <--- X2	1,916	,316	6,064	***	par_4
X22 <--- X2	1,719	,279	6,170	***	par_5
X21 <--- X2	1,719	,304	5,650	***	par_6
X36 <--- X3	1,000				
X35 <--- X3	,935	,164	5,706	***	par_7
X34 <--- X3	1,224	,182	6,738	***	par_8
X33 <--- X3	,805	,162	4,961	***	par_9

	Estimate	S.E.	C.R.	P	Label
X32 <--- X3	1,214	,167	7,264	***	par_10
X31 <--- X3	1,403	,184	7,633	***	par_11
Z1 <--- Z	1,000				
Z2 <--- Z	,364	,117	3,106	,002	par_12
Z3 <--- Z	1,001	,160	6,243	***	par_13
Z4 <--- Z	1,401	,200	7,008	***	par_14
Z5 <--- Z	,582	,128	4,557	***	par_15
Y1 <--- Y	1,000				
Y2 <--- Y	1,013	,190	5,328	***	par_16
Y3 <--- Y	,873	,172	5,086	***	par_17
Y4 <--- Y	,982	,186	5,288	***	par_18
Y5 <--- Y	1,080	,194	5,556	***	par_19

Standardized Regression Weights: (Group number 1 - Default model)

	Estimate
X13 <--- X1	,807
X12 <--- X1	,863
X11 <--- X1	,701
X25 <--- X2	,507
X24 <--- X2	,558
X23 <--- X2	,758
X22 <--- X2	,820
X21 <--- X2	,664
X36 <--- X3	,632
X35 <--- X3	,516
X34 <--- X3	,653
X33 <--- X3	,637
X32 <--- X3	,728
X31 <--- X3	,785
Z1 <--- Z	,620

			Estimate
Z2	<---	Z	,274
Z3	<---	Z	,629
Z4	<---	Z	,821
Z5	<---	Z	,622
Y1	<---	Y	,529
Y2	<---	Y	,631
Y3	<---	Y	,566
Y4	<---	Y	,627
Y5	<---	Y	,676

Covariances: (Group number 1 - Default model)

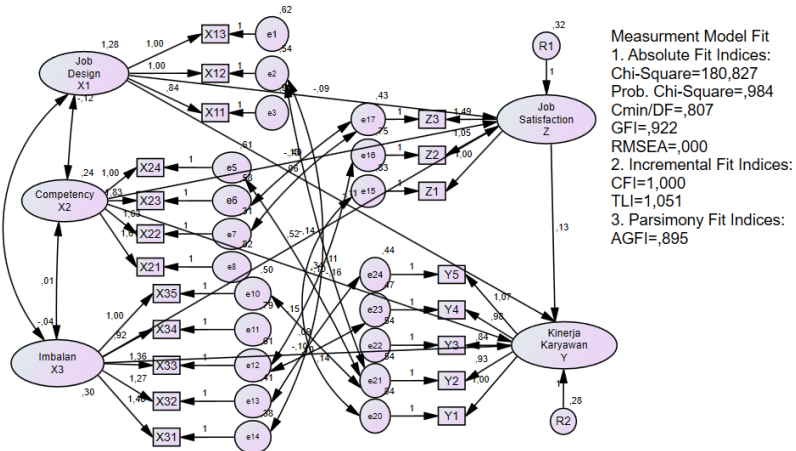
			Estimate	S.E.	C.R.	P	Label
X1	<-->	JZ	-,196	,078	-2,494	,013	par_20
X2	<-->	Z	,103	,037	2,808	,005	par_21
X3	<-->	Y	,014	,032	,452	,652	par_22
X1	<-->	X2	-,104	,050	-2,062	,039	par_23
X2	<-->	X3	,011	,024	,450	,653	par_24
X3	<-->	Z	,170	,048	3,516	***	par_25
X2	<-->	Y	,096	,032	2,995	,003	par_26
Z	<-->	Y	,109	,046	2,394	,017	par_27
JX1	<-->	X3	-,026	,058	-,447	,655	par_28
X1	<-->	Y	-,214	,071	-3,000	,003	par_29

Correlations: (Group number 1 - Default model)

	Estimate

	Estimate
X1 <--> Z	-,250
X2 <--> Z	,316
X3 <--> Y	,044
X1 <--> X2	-,203
X2 <--> X3	,042
X3 <--> Z	,428
X2 <--> Y	,363
Z <--> Y	,271
X1 <--> X3	-,041
X1 <--> Y	-,335

LAMPIRAN 10. ANALISIS STRUCTURAL MODEL MODIFICATION



Notes for Group (Group number 1)

The model is recursive.

Sample size = 172

Parameter Summary (Group number 1)

	Weights	Covariances	Variance	Means	Intercepts	Total
Fixed	31	0	0	0	0	31
Labeled	0	0	0	0	0	0
Unlabeled	26	21	29	0	0	76
Total	57	21	29	0	0	107

Computation of degrees of freedom (Default model)

Number of distinct sample moments: 300

Number of distinct parameters to be estimated: 76

Degrees of freedom (300 - 76): 224

Result (Default model)
Minimum was achieved

Chi-square = 180,827
 Degrees of freedom = 224
 Probability level = ,984

Regression Weights: (Group number 1 - Default model)

			Estimate	S.E.	C.R.	P	Label
Z	<---	X1	,102	,056	2,833	,042	par_20
Z	<---	X2	,352	,145	2,424	,015	par_21
Z	<---	X3	,535	,134	3,984	***	par_25
Y	<---	X2	,339	,137	2,478	,013	par_22
Y	<---	X3	-,138	,116	- 1,192	,233	par_23
Y	<---	X1	,311	,051	2,175	,030	par_24
Y	<---	Z	,371	,101	1,987	,020	par_47
X13	<---	X1	1,000				
X12	<---	X1	,995	,098	10,19 1	***	par_1
X11	<---	X1	,847	,092	9,196	***	par_2
X25	<---	X2	1,000				
X24	<---	X2	,451	,140	3,220	,001	par_3
X23	<---	X2	1,903	,301	6,319	***	par_4
X22	<---	X2	1,658	,257	6,445	***	par_5
X21	<---	X2	1,731	,287	6,029	***	par_6
X36	<---	X3	1,000				
X35	<---	X3	,952	,169	5,635	***	par_7
X34	<---	X3	1,360	,186	7,298	***	par_8
X33	<---	X3	,742	,163	4,548	***	par_9
X32	<---	X3	1,242	,165	7,519	***	par_10
X31	<---	X3	1,433	,183	7,818	***	par_11
Y1	<---	Y	1,000				
Y2	<---	Y	,982	,174	5,635	***	par_12
Y3	<---	Y	,816	,161	5,061	***	par_13
Y4	<---	Y	,945	,169	5,589	***	par_14
Y5	<---	Y	1,082	,185	5,846	***	par_15
Z1	<---	Z	1,000				

			Estimate	S.E.	C.R.	P	Label
Z2	<---	Z	,375	,117	3,212	,001	par_16
Z3	<---	Z	,999	,155	6,460	***	par_17
Z4	<---	Z	1,387	,195	7,114	***	par_18
Z5	<---	Z	,588	,126	4,666	***	par_19

Standardized Regression Weights: (Group number 1 - Default model)

			Estimate
Z	<---	X1	-,163
Z	<---	X2	,237
Z	<---	X3	,419
Y	<---	X2	,275
Y	<---	X3	-,130
Y	<---	X1	-,214
Y	<---	Z	,206
X13	<---	X1	,820
X12	<---	X1	,836
X11	<---	X1	,696
X25	<---	X2	,517
X24	<---	X2	,282
X23	<---	X2	,769
X22	<---	X2	,814
X21	<---	X2	,682
X36	<---	X3	,621
X35	<---	X3	,512
X34	<---	X3	,699
X33	<---	X3	,396
X32	<---	X3	,727
X31	<---	X3	,787
Y1	<---	Y	,538
Y2	<---	Y	,626
Y3	<---	Y	,539
Y4	<---	Y	,619
Y5	<---	Y	,690
Z1	<---	Z	,623
Z2	<---	Z	,283
Z3	<---	Z	,633

Z4 <--- Z	,811
Z5 <--- Z	,428

Covariances: (Group number 1 - Default model)

	Estimate	S.E.	C.R.	P	Label
X2 <--> X3	,014	,024	,585	,558	par_26
X1 <--> X2	-,110	,052	-2,104	,035	par_27
X1 <--> X3	-,029	,057	-,508	,611	par_31

Correlations: (Group number 1 - Default model)

	Estimate
X2 <--> X3	,054
X1 <--> X2	-,204
X1 <--> X3	-,047

Squared Multiple Correlations: (Group number 1 - Default model)

	Estimate
Z	,291
Y	,229

Standardized Total Effects (Group number 1 - Default model)

	X3	X2	X1	Z	Y
Z	,419	,237	-,163	,000	,000
Y	-,044	,324	-,248	,206	,000
X12	,000	,000	,836
X13	,000	,000	,820	,000

Standardized Direct Effects (Group number 1 - Default model)

	X3	X2	X1	Z	Y
Z	,419	,237	-,163
Y	-,130	,275	-,214	,206

Indirect Effects (Group number 1 - Default model)

	X3	X2	X1	Z	Y
Z	,000	,000	,000	,000	,000
Y	,091	,060	-,017	,000	,000

Standardized Indirect Effects (Group number 1 - Default model)

	X3	X2	X1	Z	Y
Z	,000	,000	,000	,000	,000
Y	,086	,049	-,034	,000	,000

Modification Indices (Group number 1 - Default model)

Covariances: (Group number 1 - Default model)

	M.I.	Par Change

Model Fit Summary

CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	76	180,827	224	,984	,807
Saturated model	300	,000	0		
Independence model	24	1326,406	276	,000	4,806

RMR, GFI

Model	RMR	GFI	AGFI	PGFI
Default model	,056	,922	,895	,688
Saturated model	,000	1,000		
Independence model	,232	,519	,477	,478

Baseline Comparisons

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	,864	,832	1,039	1,051	1,000
Saturated model	1,000		1,000		1,000
Independence model	,000	,000	,000	,000	,000

Parsimony-Adjusted Measures

Model	PRATIO	PNFI	PCFI
Default model	,812	,701	,812
Saturated model	,000	,000	,000
Independence model	1,000	,000	,000

NCP

Model	NCP	LO 90	HI 90
Default model	,000	,000	,000
Saturated model	,000	,000	,000
Independence model	1050,406	940,713	1167,604

FMIN

Model	FMIN	F0	LO 90	HI 90
Default model	1,057	,000	,000	,000
Saturated model	,000	,000	,000	,000
Independence model	7,757	6,143	5,501	6,828

RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	,000	,000	,000	1,000
Independence model	,149	,141	,157	,000

AIC

Model	AIC	BCC	BIC	CAIC
Default model	332,827	358,854	572,036	648,036
Saturated model	600,000	702,740	1544,248	1844,248
Independence model	1374,406	1382,625	1449,946	1473,946

ECVI

Model	ECVI	LO 90	HI 90	MECVI
Default model	1,946	2,199	2,199	2,099
Saturated model	3,509	3,509	3,509	4,110
Independence model	8,037	7,396	8,723	8,086

HOELTER

Model	HOELTER .05	HOELTER .01
Default model	246	262
Independence model	41	44

The Influences of Job Design, Competence and Rewards on Job Satisfaction and Employee Performance of PDAM Delta Tirta Sidoarjo Regency

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Article history: received September 14, 2023; revised 09/00, 2023; accepted 09/00, 2023

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Abstract

The Indonesian government has the responsibility to design and implement policies that integrate economic, social and environmental aspects in realizing sustainable development. The government always strives to manage existing natural resources (SDA) for the welfare of the Indonesian people as a form of the government's alignment with the interests of society. This study aims to determine and analyze the influence of job design, competency and reward on job satisfaction and employee performance of PDAM Delta Tirta Sidoarjo Regency. The approach used in this research is a quantitative approach. The sampling technique used was proportionate random sampling, the research sample amounted to 172 respondents. Data collection using questionnaires distributed to 301 employees. The collected data were analyzed using structural equation modeling (SEM) analysis techniques using statistical software tools, namely Amos 24. The results showed that Job design affects on Job satisfaction; Job design affects employee performance; Competency affects Job satisfaction; Competency affects employee performance; Reward affects Job satisfaction; Reward System has no effect on employee performance; Job Satisfaction affects employee performance.

Keywords: Jobs Design, Competency, Reward, Job Satisfaction, Employee Performance.

INTRODUCTION

The Indonesian government has the responsibility to design and implement policies that integrate economic, social and environmental aspects in realizing sustainable development. The government always strives to manage existing natural resources (SDA) for the welfare of the Indonesian people as a form of the government's alignment with the interests of society. This is the embodiment of the mandate of Article 33 Paragraph (3) of the 1945 Constitution whereby the land, water and natural resources contained therein are controlled by the state and used as much as possible for the prosperity of the people. In order to carry out these responsibilities, the Indonesian government maximizes the potential of natural wealth in equitable distribution of the use of clean water to the people in accordance with Law Number 7 of 2004 concerning Water Resources concerning clean water with the formation of PDAMs. Where PDAM is a Regional Owned Enterprise (BUMD).

PDAM or Regional Drinking Water Company is a business entity engaged in the provision of drinking water at the regional or local level. PDAMs are usually owned and operated by the local government or provincial government, and are responsible for providing clean drinking water and sanitation services to the people in their working areas. PDAM is tasked with managing water resources, processing and distributing drinking water to customers in its territory. They are also

responsible for maintaining the water distribution system, setting water rates, and carrying out drinking water management activities in accordance with the Regulation of the Minister of Public Works and Public Housing Number 02/PRT/M/2016 concerning Implementation of Drinking Water Management. Through PDAM, local governments try to ensure that the people in their areas have adequate access to safe drinking water and good sanitation services. PDAM also has an important role in maintaining the sustainability of drinking water supply, reducing water loss, and managing waste water efficiently. Government Regulation Number 16 of 2009 concerning Domestic Wastewater Management. In equal distribution of clean water utilization, the Indonesian government will increase PDAMs by 387 companies in 2020 (katadata.com, 2020) including PDAM Delta Tirta.

PDAM Delta Tirta Sidoarjo Regency is a regional drinking water company operating in Sidoarjo Regency, East Java, Indonesia. PDAM Delta Tirta, Sidoarjo Regency is a public service company in accordance with the Decree of the Minister of Administrative Reform No. 63 of 2003 which is responsible for providing clean drinking water and sanitation services to the people in the Sidoarjo Regency area.

PDAM Delta Tirta Sidoarjo Regency has the responsibility to design and implement policies to improve quality, especially in service to the community through effective and efficient performance. Good management in an organization is important for the sustainability and achievement of goals amidst the challenges of the increasingly rapid development of information technology and the economy. The achievement of organizational success and success cannot be separated from the important role of every quality human resource in the form of the dedication and commitment of everyone in it to contribute optimally.

Every company or organization is required to be able to improve the quality of existing human resources. One of the factors that can determine the quality of human resources is the company or organization's ability to develop and facilitate the wishes of employees. This statement is in accordance with the opinion of Garg Pooja and Rostagi, (2006), namely employees will produce work that has positive value if employees are comfortable with the work environment, motivated and satisfied at work. In an organization, employee performance is a very important aspect in achieving goals. According to Mangkunegara (2004: 67) performance is the result of work in quality and quantity that has been achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Performance is assessed and declared good if the goals of the organization can be achieved properly. The factors that influence the achievement of quality employee performance are external factors and internal factors. Internal factors include gender, age, educational background, work motivation, work history and experience, while external factors include company facilities, work environment, industrial relations, and management policies including compensation and awards.

PDAM Delta Tirta Sidoarjo Regency as a public service provider has an obligation to provide clean water to the community. The importance of optimizing employee performance in providing quality services, the company is deemed necessary to carry out planning and division of tasks effectively and efficiently.

Literature Review

Human Resource Management

Hasibuan (2016) states that human resource management is "the science and art of managing relationships and the role of the workforce so that it is effective and efficient in helping the company, employees and society achieve the goals". Human resource management has several definitions put forward by experts. Dessler (2010) states that human resource management as policies and training to meet employee needs or aspects contained in human resources such as management positions,

employee procurement or recruitment, screening, training, compensation, and employee performance appraisal. Based on some of the definitions above, it can be concluded that human resource management is a study of human workforce issues that are arranged according to the sequence of functions, so that they are effective and efficient in realizing company, employee and community goals.

Job Design

Mondy (2008) stated that *job design* is the process of determining the specific tasks to be performed, the methods used in carrying out the tasks, and the way the job in question relates to other jobs in the organization. The indicators used to measure *job design* according to Mondy (2008) include:

1. Task significance
The significance of the task is that employees will work better if they believe that the work given by their superiors is quite important work, provide assurance that every job they do will make the company stronger.
2. Ability and skills development
Capability development is a job design that must be able to describe the ability development of employees
3. Task diversity
Job diversity means that employees will work better and stay on the job longer if they are given a variety of jobs.

Competency

Renyut (2017) states that *competency* is a person's ability to work in accordance with the skills and knowledge possessed. *Competency* is operationally measured using five indicators (Renyut, 2017) as follows:

1. Knowledge, is a series of job-related information that a person has, where the information is correct and useful.
2. Expertise, is a person's proficiency in understanding and doing the work being done.
3. Mastery, is the process, way and behavior of a person in mastering, understanding or being able to use the knowledge and intelligence they have on the work being done.
4. Professionalism, is a person's competence to carry out work properly and correctly and commitment to improving one's abilities as an employee.
5. Experience, is an event that has been experienced both in the past and in the present, which experience in this case is work experience.

Rewards

Badriyah (2015) states that rewards are everything form reward or reply services provided by the company and received by employees on work that has been done .The indicators used to measure rewards (Badriyah, 2015) are as follows:

1. Salary/wages, remuneration paid periodically to permanent employees and have a definite guarantee.
2. Incentives, remuneration given to employees for their achievements, giving incentives is intended to motivate employees to work more enthusiastically so that employee productivity increase.
3. Bonus, remuneration for the results of work that has been carried out if it exceeds target.
4. Benefits, giving compensation to create a sense of comfort and security at work.

5. employee service programs in the form of facilities to make it easier for employees to work.
6. Insurance.

Job Satisfaction (Z)

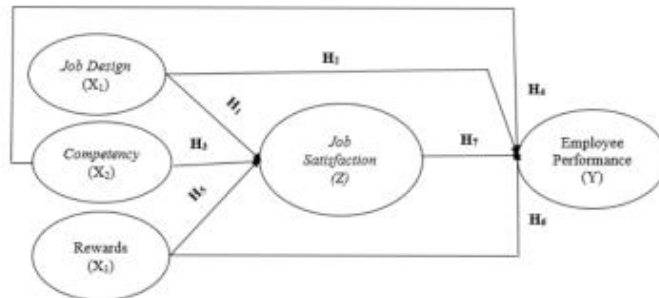
Mukhtar (2018) states that *job satisfaction* is a positive emotional view resulting in optimal work value. According to Mukhtar (2018), indicators for measuring *Job Satisfaction* consist of:

1. *Work it self*, including tasks and interests (*interest*) means employees feel Satisfied with the work that is his responsibility in the company it works.
2. *Quality of supervision*, including technical assistance (*technical assistance*) and support from work partners means in completing work company employees get help for the difficulties he faces in completing company work.
3. *Relationship with co-worker*, including harmony and mutual behavior Appreciating fellow workers means that there is a harmonious relationship between employees, so that the office atmosphere is conducive for employees.
4. *Promotion opportunities*, opportunities or opportunities to progress further means the opportunity that workers get for their good performance so that it can spur employees to improve their performance optimally.
5. *Pay*, such as an appropriate salary and a sense of fairness with other people means salary or payment that employees get for the work that has been given to them company so that workers get returns for their work.

Employees Performance (Y)

Performance is basically the things employees do or don't do in carrying out their work (Mathis and Jackson, 2017). According to Mathis and Jackson, 2017, employee performance is measured using the following five indicators:

1. Quantity Represents the amount produced, expressed in terms.
2. Quality of work is measured by employees' perceptions of the quality of the work produced and the perfection of tasks and skills and employee capabilities.
3. Timeliness is measured from the employee's perception of an activity completed at the beginning of time until it becomes output.
4. The presence of employees in the company both at work, home from work, permission, or without full information affect the employee's performance.
5. The ability to cooperate is an ability a person's workforce to cooperate with others in complete a task and work that has been set so that achieve maximum usability and efficiency.

Conceptual Framework**Figure 1. Conceptual framework****Research Hypothesis**

Based on the formulation of the problem, literature review, and the conceptual framework that has been described and described previously, the research hypothesis is compiled as follows:

Hypothesis 1: Job design significant effect on employee job satisfaction of PDAM Delta Tirta, Sidoarjo Regency.

Hypothesis 2: Job design significant effect on the performance of employees of PDAM Delta Tirta, Sidoarjo Regency.

Hypothesis 3: Competency has a significant effect on employee job satisfaction. Employees of PDAM Delta Tirta, Sidoarjo Regency.

Hypothesis 4: Competency significant effect on the performance of employees of PDAM Delta Tirta, Sidoarjo Regency.

Hypothesis 5: Rewards have a significant effect on job satisfaction employees of PDAM Delta Tirta, Sidoarjo Regency.

Hypothesis 6: Rewards have a significant effect on the performance of employees of PDAM Delta Tirta, Sidoarjo Regency.

Hypothesis 7: Job satisfaction has a significant effect on the performance of employees of PDAM Delta Tirta, Sidoarjo Regency.

RESEARCH METHODS

This research is a causal explanatory research that will **proof**, analyze and explain causal relationship among job design, competency, rewards on job satisfaction and employee performance. The data collection technique used a questionnaire which was distributed to all employees with a total of 301 employees. Testing was carried out using the SEM approach using tools in the form of statistical software, namely AMOS 24.

The population in this study were all employees of PDAM Delta Tirta, Sidoarjo Regency, totaling 301 people. The sample taken in this case was from PDAM Delta Tirta, Sidoarjo Regency, using the *slovin formula* (1960), totaling 172 people. The distribution of the sample by *proportionate random sampling* is calculated proportionally to the status of the number of permanent employees (PKWTT) and the status of the number of non-permanent employees (PKWT).

RESEARCH RESULTS AND DISCUSSION

Characteristics of Respondents

Table 1. Characteristics of Respondents

Characteristics of Respondents		Amount	Percentage (%)
Gender	Man	114	67
	Woman	58	33
Age	19 – 25	60	35
	26 – 35	89	52
	>36	23	13
Education	SMA/SMK/ Equivalent	103	60
	Diploma (D3)	1	2
	Bachelor degree	66	45
	Postgraduate/S2	3	3

Table 1 shows that the majority of PDAM Delta Tirta employees in Sidoarjo Regency who were respondents in this study were male (67%), the majority of PDAM Delta Tirta employees in Sidoarjo Regency were aged 26 to 35 years (52%), the majority of PDAM employees' education Delta Tirta Sidoarjo Regency is a high school educated (60%).

Validity test

Based on Table 2, it can be seen that the significant value of all statement items is smaller than the predetermined α (tolerated error rate) value of 0.05 (5%). Thus, it can be concluded that each statement item contained in the questionnaire is valid (legitimate) to measure the five variables of this study.

Table 2. Validity test

Variable	Items	Pearson Correlation	Sig.	Information
Job design (X1)	X1.1.1	0.843	0.000	Valid
	X1.1.2	0.841	0.000	Valid
	X1.2	0.837	0.000	Valid
	X1.3	0.823	0.000	Valid
Competency (X2)	X2.1.1	0.747	0.000	Valid
	X2.1.2	0.705	0.000	Valid
	X2.2.1	0.721	0.000	Valid
	X2.2.2	0.753	0.000	Valid
	X2.3	0.765	0.000	Valid
	X2.4	0.591	0.000	Valid
Rewards (X3)	X3.1	0.719	0.000	Valid
	X3.2	0.696	0.000	Valid
	X3.3	0.631	0.000	Valid

	X3.4.1	0.690	0.000	Valid
	X3.4.2	0.719	0.000	Valid
	X3.4.3	0.687	0.000	Valid
	X3.5	0.641	0.000	Valid
Job satisfaction (Z)	Z.1.1	0.782	0.000	Valid
	Z.1.2	0.788	0.000	Valid
	Z.1.3	0.759	0.000	Valid
	Z.3	0.640	0.000	Valid
	Z.4.1	0.758	0.000	Valid
	Z.4.2	0.729	0.000	Valid
	Employee Performance (Y)	Y.1.1	0.690	0.000
Y.1.2		0.644	0.000	Valid
Y.2.1		0.698	0.000	Valid
Y.2.2		0.640	0.000	Valid
Y.2.3		0.669	0.000	Valid
Y.3		0.602	0.000	Valid
Y.4		0.607	0.000	Valid
Y.5		0.641	0.000	Valid

Reliability Testing

Based on the test conducted using SPSS statistical program, it was identified that each variable has a Cronbach's alpha value more than 0.70. Cronbach's alpha value is exceeding the minimum limit of 0.70. Therefore, it can be concluded that the measurement scale of the dimensions of *Job Design* (X1), *Competency* (X2), *Rewards* (X3), *Job Satisfaction* (Z) and *Employee Performance* (Y) are all reliable.

Table 3. Results of reliability testing

Variable	Number of Items	Cronbach's Alpha	Information
<i>Job design</i> (X1)	4	0.856	Reliable
<i>Competency</i> (X2)	6	0.804	Reliable
<i>Rewards</i> (X3)	7	0.803	Reliable
<i>Job satisfaction</i> (Z)	6	0.839	Reliable
<i>Employee Performance</i> (Y)	8	0.810	Reliable

FIT Model Results

The modified model results show a better goodness of fit with 4 criteria classified as fit (Chi-Square, GFI, AGFI, TLI) and 3 criteria classified as marginal (close to) fit (CMIN/DF, RMSEA, and CFI). Thus the modified structural model is suitable for further testing.

Table 4. Overall model goodness of fit score

Criteria	Cut of value	Estimate	Description
Chi-Square	0.05	180.827	fit
Significance	0.05	0.984	fit
CMIN/df	2.00	0.807	fit
RMSEA	0.08	0.000	fit
GFI	0.90	0.922	fit

AGFI	0.90	0.895	fit
TLI	0.95	1.051	fit
CFI	0.05	1.000	fit

All of the criteria for the suitability of the model provide a Fit index, it is concluded that this model is said to be good and this structural model is suitable for further testing.

Results of Hypothesis Testing

Table 5. Results of Hypothesis Testing

Relationship between variables	Estimates	SE	CR	P	Information
Job_Design --> Job_Satisfaction	.102	.056	2.833	0.042	Significant
Job_Design --> Performance_Employees	.311	0.051	2.175	0.030	Significant
Competency --> Job_Satisfaction	0.352	0.145	2.424	0.015	Significant
Competency --> Performance_Employees	0.339	0.137	2.478	0.013	Significant
Reward --> Job_Satisfaction	0.535	0.134	3.984	0.000	Significant
Reward --> Performance_Employees	-.138	0.116	-1.192	0.233	Not significant
Job_Satisfaction --> Performance_Employees	.371	0.101	1.987	0.020	Significant

Discussion

The influences of Job Design on Job Satisfaction PDAM Delta Tirta, Sidoarjo Regency

The results showed that the estimate score of the influenced of job design on employee job satisfaction was positive 0.102. The influence of job design on employee job satisfaction. CR value was 2.833 > 1.96 and the p-value 0.042 < 0.05 (Significant). The more effective the job design that is owned by the employee, the higher the job satisfaction of the employee. With the job design that is owned, employees can carry out their tasks, work and interests according to their abilities, so the level of job satisfaction they experience will be small or low.

The influences of job design on employee performance of PDAM Delta Tirta, Sidoarjo Regency.

The results showed that estimate score of influenced of job design on the performance of employees of PDAM Delta Tirta, Sidoarjo Regency was positive 0.311. The influence of job design on the performance of employees. CR value was 2.175 > 1.96 and the p-value 0.030 < 0.05 (Significant). The more effective the job design that is owned by PDAM Delta Tirta, Sidoarjo Regency, the higher the performance of its employees.

The influences of Competency on Job satisfaction Employees of PDAM Delta Tirta, Sidoarjo Regency.

The results showed that the estimate score of the influenced of competency was positive 0.352. The greater the competence, the higher job satisfaction. The influence of competency on job satisfaction employees of PDAM Delta Tirta, Sidoarjo Regency was significant. CR value was 2.424 > 1.96 and the p-value 0.015 < 0.05 (significant). The higher the competence of PDAM Delta Tirta, Sidoarjo Regency employees, the higher their job satisfaction. With the competence possessed, then

when a person employees who have a lot of experience in testing their competencies and skills, work level the satisfaction he experiences will be high.

Competency Effect on Employee Performance of PDAM Delta Tirta, Sidoarjo Regency.

The results showed that the estimate score of the influenced of *competency* was positive 0.339. The influence of *competency* on employees performance of PDAM Delta Tirta, Sidoarjo Regency was significant. CR value 2.478 > 1.96 and the p-value 0.013 < 0.05 (significant). The hypothesis which states that *competency* has a positive but significant effect on employee performance in this study can be accepted as true.

The influences of Rewards on Job Satisfaction Employees of PDAM Delta Tirta, Sidoarjo Regency.

The results showed that the estimate score of the influence of rewards was positive 0.535. The influenced of reward on *job satisfaction* of PDAM Delta Tirta employees, Sidoarjo Regency. CR value was 3.984 > 1.96 and the p-value 0.000 < 0.05 (significant). The higher the reward of PDAM Delta Tirta Sidoarjo Regency employees, the higher their on job satisfaction.

Effect of Rewards on Employee Performance of PDAM Delta Tirta, Sidoarjo Regency

The results showed that the estimate score of the influence of rewards has a negative -,138. The influenced of rewards on employee performance of PDAM Delta Tirta, Sidoarjo Regency not significant. CR value -1.192 < 1.96 and the p-value 0.233 > 0.05. So the hypothesis which states that rewards have a significant effect on employee performance in this research cannot be accepted as true.

The influences of Job Satisfaction on Employee Performance of PDAM Delta Tirta, Sidoarjo Regency.

The results showed that the estimate score of the influenced of *job satisfaction* was 0.371 positive. The influence on the performance of employees of PDAM Delta Tirta, Sidoarjo Regency significant. CR value 1.98 > 1.96 and the p-value 0.020 < 0.05 (significant), so, the hypothesis which states that *job satisfaction* has a positive but significant effect on employee performance in this study can be accepted as true.

CONCLUSION

Based on research problem, theoretical review and data analysis, the subsequent conclusion can be drawn as follows, *job design* has a positive and significant influenced on employee *job satisfaction* at PDAM Delta Tirta, Sidoarjo Regency. The more effective job design will have an actual impact on the increase of employee's job satisfaction. *Job design* has a positive and significant influenced on the performance of employees of PDAM Delta Tirta, Sidoarjo Regency. The more effective job design will have an actual impact on the increase of employee's performance. *Competency* has a positive and significant influenced on employee *job satisfaction* at PDAM Delta Tirta, Sidoarjo Regency. The higher the employee's competence will have an actual impact on the increase of employee's job satisfaction. *Competency* has a positive and significant influenced on the performance of employees of PDAM Delta Tirta, Sidoarjo Regency. The higher the employee's competence will have an actual impact on the increase of employee's performance. Rewards has a positive and significant influenced on employee *job satisfaction* at PDAM Delta Tirta, Sidoarjo Regency. The rewards given are appropriate will have an actual impact on the increase of employee's job satisfaction. Rewards does not influenced on the performance of employees of PDAM Delta Tirta,

Sidoarjo Regency. This result means that although the employees have appropriate rewards, this does not affect employee performance. This is possible because indicators that influence rewards such as bonuses and salary levels which have been arranged based on rank and class make employees feel comfortable. Job satisfaction has a positive and significant influence on the performance of employees of PDAM Delta Tirta, Sidoarjo Regency. The higher the employee's job satisfaction will have an actual impact on the increase of employee's performance.

ACKNOWLEDGEMENTS

The author would like to thank the research partners who have helped complete this article, especially the University of 17 Agustus 1945 Surabaya, Indonesia.

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