COMPETENCE DETERMINATION, WORK ENVIRONMENT, AND EFFECTIVENESS ON EMPLOYEE PERFORMANCE THROUGH WORKING SATISFACTION OF STIE PEMBANGUNAN TANJUNGPINANG

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Abstract

This study aims to determine the determination of competence, work environment and effectiveness of employee performance through job satisfaction of STIE Pembangunan Tanjungpinang employees. The research method used was a survey, namely the method in which respondents were employees with a total population of 122 people and 122 respondents. Data analysis techniques in quantitative research using Structural Equation Model (SEM) analysis using Amos for Windows version 20.0. From the results of this study found that the competence determines positively and significantly to job satisfaction, the work environment determines positively and significantly to job satisfaction, effectiveness determines positively and significantly to job satisfaction, competence determines positively and significantly to employee performance, work environment determines positively and significantly towards employee performance, effectiveness determines positively and significantly on employee performance, job satisfaction determines positively and significantly on employee performance, competency determines positively and significantly on employee performance, and employee performance changes are influenced by competence, work environment, effectiveness and job satisfaction of 76.2%, while changes in job satisfaction are influenced by competence, work environment and effectiveness of 60.5%.

Keywords: Competency, Work Environment, Effectiveness, Job satisfaction, Employee Performance.

PRELIMINARY

Human resources are the main factor in the organization to achieve organizational goals. The goals of the organization will be more easily achieved if there are potential and competent human resources in the organization, so that they can improve the quality and quality of the organization. Human resources have a strategic value and position in developing the organization.

One of the roles of human resource management is to maintain and improve employee performance. Employee performance will affect the achievement of company goals that have been set. Very low employee performance will result in companies experiencing losses which can then end with the closure of the company. Seeing the magnitude of the effect of the employee's performance on the company, it is important for each company to maintain and improve the performance of its employees in accordance with the desired goals. Performance is something that a person has achieved in carrying out the responsibilities and work given.

Low performance is inseparable from the role of human resources in which they work and gives all their capabilities to achieve the expected performance. In this case, STIE Pembangunan Tanjungpinang has a challenge whether it can manage existing employees in accordance with the objectives, vision and mission and can improve the quality of its employees. It is undeniable that STIE Pembangunan Tanjungpinang in making organizational goals must look at the human resources they possess, whether existing human resources are able to carry out the organization's objectives well and on time. In carrying out organizational goals, human resources are the main drivers to achieve these goals.

To achieve the goal of STIE Tanjungpinang Development is not only needed a good work program and in accordance with the vision and mission of the organization, but it also requires competent human resources in carrying out the tasks of achieving organizational performance goals. Performance itself will be influenced by several factors, including competence, work environment, and effectiveness through job satisfaction. To get the expected performance results, competence, work environment and effectiveness are needed. This is because these three variables can affect employee performance both partially and simultaneously.

Competence in work is a factor that influences the performance of employees in an organization. The placement of employees in a position that is in accordance with their competence is also one of the determining factors in increasing work outcomes. With high competence possessed by HR in an organization or company, this will determine the quality of the human resources they have.

The work environment is the entire component faced by employees in their environment including the place of work, work methods, situation, facilities, and work arrangements both as individuals and as a group.

Effectiveness in work is a factor that influences the performance of employees in an organization. Effectiveness is a measurement standard to describe the level of success of an organization is a measurement standard to describe the level of success of an organization in achieving previously set goals.

Job satisfaction is a positive or negative attitude that is done individually to their work. This is evident in the positive attitude of employees towards the work and everything faced in the work environment. The management of the company must always monitor the job satisfaction of each employee because this will affect the attitude of absenteeism, labor turnover, and other important issues.

Identification of problems
1. There is still a lack of teaching staff in the STIE Pembangunan Tanjungpinang environment
2. Recruitment at STIE Pembangunan Tanjungpinang is still lacking in information.
3. Employees feel the salary provided by STIE Pembangunan Tanjungpinang is still not satisfactory,
4. Employees still feel the work environment that is still felt less comfortable and safe
5. Not precisely the placement of employees who really have education and qualifications that are in accordance with the ability of human resources themselves.

Formulation of the problem

1. Does the competence determine the job satisfaction of STIE Pembangunan Tanjungpinang employees?
2. Does the work environment determine the job satisfaction of STIE Pembangunan Tanjungpinang employees?
3. What is the effectiveness of determining the job satisfaction of STIE Pembangunan Tanjungpinang employees?
4. Does the competence determine the performance of STIE Pembangunan Tanjungpinang employees?
5. Does the work environment determine the performance of STIE Pembangunan Tanjungpinang employees?
6. Is the effectiveness of determining the performance of STIE Pembangunan Tanjungpinang employees?
7. Does job satisfaction determine the performance of STIE Pembangunan Tanjungpinang employees?
8. Does job satisfaction mediate the determination of competence, work environment and effectiveness of the performance of STIE Pembangunan Tanjungpinang employees?

THEORETICAL STUDY
Employee Performance
The concept of performance or work performance is an abbreviation of work energy kinetics which is equivalent in English is performance (Wirawan, 2012: 5). The term performance is often interpreted in Indonesian as performance, or performance. Performance is the output produced by the functions or indicators of an employee or a profession within a certain time (Hamali, 2016: 98). Performance management is management about creating relationships and ensuring effective communication (Wibowo, 2014: 7). Performance management focuses on what the organization, managers and employees need to succeed. Performance management is about how performance is managed to achieve success (Hamali, 2016: 99).

Performance management is an absolute requirement for the organization to achieve its goals by regulating harmonious and integrated cooperation between leaders and subordinates (Wibowo, 2014: 3). Performance management can be realized if there are relationships and desires that synergize between superiors and subordinates in an effort to jointly realize the vision and

mission of the company or organization. For this reason, one of the bases for realizing the concept of performance management is to develop and promote effective communication between various parties both within the company's internal environment and external companies.

According to Mathis and Jackson (2009: 78) explains there are 5 performance indicators are the quantity of output that is the amount produced and expressed in terms such as: unit, number of activity cycles completed. Quantity measured from employee perceptions of the amount of activity assigned and the results. Second Quality Output is measured by employee perceptions of the quality of staff produced as well as the perfection of duties towards employee skills and abilities. Third The output period is the level of an activity completed at the beginning of a predetermined time. The time period is measured from the employee receiving the assignment until it becomes output. Fourth Attendance at work, How far employees are on time, observe the specified rest / meal period and overall attendance record. The five cooperative attitudes are that employees can work together with leaders and colleagues so that the company's objectives can be achieved well.

From the explanation of the above theory, what is used as an indicator of employee performance is the quantity of output, the quality of output, the period of output, attendance at work, and cooperative attitude.

Competence

Competence is the ability to carry out or do a job or task based on skills and knowledge and supported by the work attitude demanded by the job (Wibowo, 2014: 271). Thus, competence shows skills or knowledge that are characterized by professionalism in a particular field as the most important thing, as the superiority of the field. competency as a person's ability to produce at a satisfactory level in the workplace, including the ability of a person to transfer and apply these skills and knowledge in new situations and increase agreed benefits. Competence also shows the characteristics of knowledge and skills that are owned or needed by each individual that enables them to effectively and improve professional quality standards in their work.

Competence is not an ability that cannot be influenced. Michael Zwell (2000: 56-68) in Wibowo (2014: 283-286) revealed that there are

several factors that can influence a person's competency skills, namely as follows: first Beliefs and Values, people's beliefs about themselves and others will be very influence behavior. If people believe that they are not creative and innovative, they will not try to think about new or different ways of doing things. Both skills, play a role in most competencies. For example speaking in public and writing can be learned, practiced and improved. Third Experience, the expertise of many competencies requires the experience of organizing people, communicating in groups, solving problems, and so on. People who have never been in contact with large and complex organizations may not understand the dynamics in the environment. The Fourth Characteristics of Personality, in personality includes many factors which are difficult to change. However, personality is not something that cannot change. In fact, someone's personality can change throughout time. People respond and interact with their strengths and surroundings. Personality can influence the expertise of managers and employees in a number of competencies, including conflict resolution, interpersonal care, ability to work in teams, influence and build relationships. These five organizational cultures influence the competence of human resources in the following activities: (a) Employee recruitment and selection practices consider who among the workers included in the organization and the level of expertise regarding competence. (b) The reward system communicates to workers how the organization values competence. (c) The practice of decision making influences competence in empowering others, initiatives, and motivating others. (d) Organizational philosophy - mission, vision and values related to all competencies. (e) Habits and procedures to inform workers about how many competencies are expected. (f) Commitment to training and development communicates to workers the importance of competencies on sustainable development. (g) Organizational processes that develop leaders directly affect leadership competencies.

As for the indicators used are beliefs and values, skills, experience, personality characteristics, organizational culture.

Work environment

The work environment is a very important part of the component when employees work. By

paying attention to a good work environment or creating working conditions that can provide motivation to work, it will have an influence on employee morale at work. The work environment is everything that is around the employees and that can affect him in carrying out tasks that are charged such as cleanliness, music, lighting, and others (Sunyoto, 2015). Every company certainly has a way or a factor that supports the success and progress of the company.

There are several factors related to the organizational environment (Sunyoto, 2015), namely: first employee relations, in this employee relationship there are two relationships, namely relationships as individuals and relationships as groups. Relationships as individuals explain that the motivation obtained by an employee comes from colleagues and superiors. While the relationship as a group, then an employee will relate to many people, both individually and in groups. Second Level of work environment noise. A work environment that is not calm or noisy can cause unfavorable effects, namely the inconvenience of working. For employees, of course, the calmness of the work environment is very helpful in completing work and can increase work productivity. Third Information, Employees need adequate lighting, especially if the work done requires accuracy. Fourth Circulation of air, For adequate circulation, the first thing to do is to procure ventilation. For companies that feel the air exchange is short, can arrange air conditioning. Fifth Security, The work environment with a sense of security will create calm and comfort, where this will provide encouragement to work. This security also includes security for employees' private property.

From the explanation of the above theory, what is used as an indicator of the work environment is employee relations, noise level of the work environment, lighting, air circulation, and security.

Work Effectiveness

According to Harbani Pasolog (2007: 4), effectiveness is basically derived from the word "effect" and used this term as a causal relationship. Effectiveness can be seen as a cause of other variables. Effectiveness means that the goals that have been planned in advance can be achieved or in other words the target is achieved because of the activity process. Robbins in Tika Prabu (2008: 129) provides a definition of

effectiveness as a level of organizational achievement in the short and long term.

Furthermore, the factors that influence the work effectiveness of employees Richard M.Steers (1995: 9) in Khaerul Umam (2012: 353) are: first Motivation, With motivation motivates an employee to be more active in carrying out their duties in the company or organization. Both attitudes and work ethics, ethics in work relationships are very important because they will create a harmonious, harmonious, and balanced relationship between actors in the process that will improve work effectiveness. The third level of income, income or a large salary based on work performance will encourage employees so that work effectiveness will be achieved. The four facilities and equipment, the availability of adequate equipment and equipment and support will improve the work effectiveness of employees. Fifth Achievement Opportunities, Every individual wants to develop the potential that exists in him, by being given the opportunity to achieve, employees can improve their work effectiveness.

From the explanation of the above theory, what is used as an indicator of effectiveness is motivation, attitudes and work ethics, level of income, means and tools, opportunities for achievement.

Job satisfaction

Every person who works hopes to get satisfaction from the place of work. Job satisfaction will affect productivity that is highly expected by a manager, so that a manager needs to understand what must be done to create employee job satisfaction (Hamali, 2016: 200). According to Greenberg and Baron (Wibowo, 2014: 413) describes job satisfaction as a positive or negative attitude that is done individually towards their work. Meanwhile, according to Vecchio's view (Wibowo, 2014: 413) states that job satisfaction is a person's thoughts, feelings, and tendencies that are a person's attitude towards their work.

according to Edy Sutrisno (2010: 80) argues that the factors that affect job satisfaction are: first Psychological Factors, namely factors related to employee psychology, including interest, peace in work, attitudes toward work, talent, and skills. Both Social Factors, namely factors related to social interaction between employees and employees with superiors. Third

Physical Factors, which are factors related to the physical condition of employees, including the type of work, time management, work equipment, condition of the room, temperature, lighting, air exchange, health conditions, and age. Fourth Financial Factor, which is a factor that is related to the guarantee and welfare of employees, including the system and amount of salary, social security, benefits, provision of work facilities, and promotion. The Fifth Employment Factor, namely the type of work, organizational structure, rank / class, position, quality of supervision, financial security, opportunities for promotion, social interaction, and employment relationships.

From the explanation of the above theory, what is used as an indicator of job satisfaction are psychological factors, social factors, physical factors, financial factors, and job factors.

RESEARCH METHODS

This research is a survey research, namely research that takes samples directly from the population. Judging from the problems studied, this research is a quantitative research, which aims to analyze the relationship and influence (cause and effect) of two or more phenomena (Sekaran) through testing hypotheses.
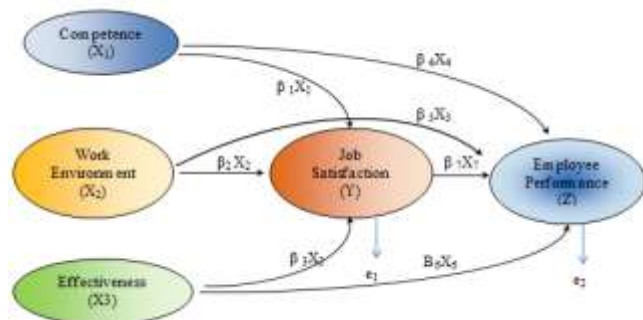

Figure 1. Structure Equation Model

The choice of this method is based on the consideration that this study involved 5 variables whose data came from the same respondent and answered each statement in the questionnaire item.

Population is a collection of all objects that will be measured in research (Cooper and Schindler, 2003: 179). The population in this study were all employees in the STIE Pembangunan Tanjungpinang environment. The amount of population is 122 people. The data obtained is determined based on the theory that if the population is less than 100, then it is better to take all, but if the number of subjects is large or more than 100 can be taken between 10-15% or

10-25% of the population (Suharsimi, 2010: 120) . The sampling technique used is included in the category of non-probability sampling (Sekaran: 235; Black and Champion, 2001: 233; Cooper and Schindler, 2003: 198).

The sample is a population element that is chosen to represent the population in the study (Cooper and Schindler, 2003: 82). In this study, the size of the sample is adjusted to the analysis model used, namely Structural Equation Model (SEM). In this regard, the sample size for SEM that uses the estimation model of maximum likelihood estimation (MLE) is 100-200 samples (Ghozali, 2013: 17), or 5-10 times the number of parameters estimated. In this study the number of respondents obtained as many as 122 respondents, then the number was sampled using the census method as many as 122 respondents.

Data collection techniques use questionnaire-shaped instruments to be analyzed. The instrument is calibrated using product moment correlation, while research data is analyzed using correlation techniques using multiple linear regression equations.

RESEARCH RESULTS AND DISCUSSION

Based on the results of the normality test that the value of c.r for skweness> ± 3.00. This means that the distribution of data for all indicators is normal in terms of bias. Judging from the kurtosis (noise), there are no indicators from these five variables that have a value of c.r. > 3.00. This means, when viewed from kurtosis (confusion) it can be said that the distribution of data for all variable indicators is spread normally (not pointed). , for further analysis, latent variables of competence, work environment, effectiveness, job satisfaction and employee performance are represented by these 5 indicators. With the fulfillment of the normality of all data distributions for each latent variable, the parametric test can be continued.

table 1
normality test results

Variable	min	max	skew	c.r.	kurtosis	c.r.
satis5	3.0	5.00	.084	.468	.602	1.681
satis4	3.0	5.00	.064	.356	.342	.956
satis3	3.0	5.00	.013	.072	.506	1.412
satis2	3.0	5.00	.036	.200	.334	.933
satis1	3.0	5.00	.037	.209	.523	1.459
perfo5	3.0	5.00	.096	.535	.165	.460
perfo4	3.0	5.000	.124	.695	.475	1.327

Variable	min	max	skew	c.r.	kurtosis	c.r.
perfo3	3.0	5.00	.042	.233	.317	.886
perfo2	3.0	5.00	.006	.033	.077	.215
perfo1	3.0	5.00	.011	.063	.438	1.222
effec5	3.0	5.00	.139	.776	.778	2.171
effec4	3.0	5.00	.153	.855	.870	2.430
effec3	2.0	5.00	.258	1.40	.578	1.614
effec2	3.0	5.00	.027	.149	.285	.795
effec1	3.0	5.00	.009	.050	.089	.250
envi5	3.0	5.00	.252	1.44	.778	2.171
envi4	3.0	5.00	.042	.232	.127	.355
envi3	3.0	5.00	.041	.229	.239	.667
envi2	3.0	5.00	.076	.422	.371	1.036
envi1	3.0	5.00	.080	.444	.445	1.241
comp5	3.0	5.00	.206	1.11	.774	2.160
comp4	3.0	5.00	.273	1.54	1.076	3.003
comp3	3.0	5.00	.128	.717	1.061	2.963
comp2	3.0	5.00	.313	1.76	1.074	2.998
comp1	3.0	5.00	.299	1.667	1.010	2.819
Multivariate					70.866	13.188

In accordance with the purpose of the study to determine the effect of Competency, Work Environment, Effectiveness, Job Satisfaction, Employee Performance, coupled with the hypothesis formulated in CHAPTER III, the data analysis was carried out using the Structural Equation Modeling (SEM) which is a set of statistical techniques which allows the testing of a series of relatively complex relationships simultaneously (Ferdinand, 2002; Solimun, 2004).

The hypothesis tested is:

1. Hypothesis 1 (H1): the competence to determine significantly the job satisfaction of STIE Pembangunan Tanjungpinang employees
2. Hypothesis 2 (H2): work environment determines significantly the job satisfaction of STIE Pembangunan Tanjungpinang employees
3. Hypothesis 3 (H3): the effectiveness of determining significantly the job satisfaction of STIE Pembangunan Tanjungpinang employees
4. Hypothesis 4 (H4): the competence to determine significantly the performance of STIE Pembangunan Tanjungpinang employees
5. Hypothesis 5 (H5): the work environment determines significantly the performance of STIE Pembangunan Tanjungpinang employees

6. Hypothesis 6 (H6): the effectiveness of determining significantly the performance of STIE Pembangunan Tanjungpinang employees
7. Hypothesis 7 (H7): job satisfaction determines significantly the performance of STIE Pembangunan Tanjungpinang employees
8. Hypothesis 8 (H8): job satisfaction mediates a significant determination of competence, work environment, and effectiveness on the performance of STIE Pembangunan Tanjungpinang employees

Referring to the hypothesis, a relationship model between variables is developed, such as Figure 1 below.

Figure 1
Causality Variable Model Competence, Work Environment, Effectiveness, Job Satisfaction, and Employee Performance
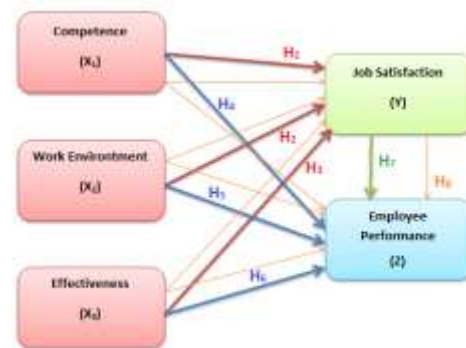
The model in Figure 1 is then complemented by the relationship of each latent variable with the indicators / statement items of each, so that images can be displayed from the processing of Structural Equation Modeling (SEM) as shown in Figure 2 below.

Based on the picture below, an analysis of measurement models with lamda parameters, structural model analysis, goodness of fit analysis and determination analysis for the influence of competence, work environment, effectiveness, job satisfaction and employee performance will be explained below.

Figure 2
Regression Coefficients of Variable Models Competence, Work Environment, Effectiveness, Job Satisfaction, and Employee Performance
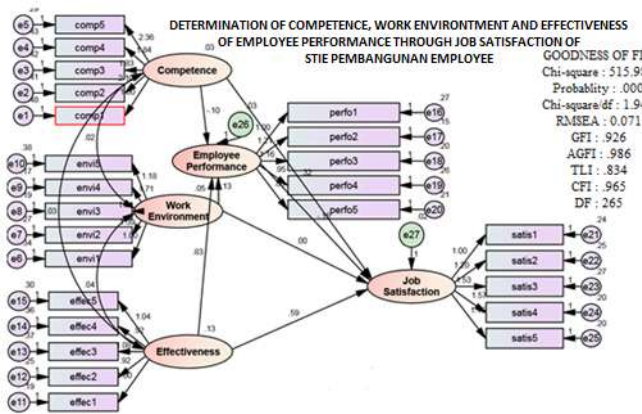
Based on the picture above, an analysis of measurement models with lamda parameters, structural model analysis, analysis of goodness of fit and determination analysis for the influence of competence, work environment, effectiveness, job satisfaction and employee performance will be explained below.

1. Analysis of Testing of Measurement Models with Lamda Parameters (λi)

The parameter testing that is done is testing the lamda parameter (λi). This test is intended to determine the validity of each research indicator. For testing the lamda parameter (λi) the standardized estimate (regression weight) value is used in the form of loading factor. If the standardized estimate (regression weight) value (λi)> 0.50, the value of CR> ttable = 2,000, and Probabiliy <α = 0.05, the loading of the lamda parameter factor (λi) of the indicator is significant (Ferdinand, Agusty, 2002 : 97). This means that the indicator is valid. For the purposes of testing the lamda parameters, Table 2 shows the following loading factor / lamda (λi), CR, Probability (P).

Table 2
Standarized Regression Weights (Lamda) Competence , Work Environment, Effectiveness, Job Satisfaction, and Employee Performance

			Estimate
Employee_Performance	<	Competence	.047
Employee_Performance	<	Effectiveness	.852
Employee_Performance	<	Work_Environment	.076
Job_Satisfaction	<	Employee_Performance	.215
Job_Satisfaction	<	Work_Environment	.004
Job_Satisfaction	<	Competence	.220
Job_Satisfaction	<	Effectiveness	.894
comp1	<	Competence	.234
comp2	<	Competence	.482
comp3	<	Competence	.426
comp4	<	Competence	.424
comp5	<	Competence	.593
envi1	<	Work_Environment	.347
envi2	<	Work_Environment	.494
envi3	<	Work_Environment	.621
envi4	<	Work_Environment	.660
envi5	<	Work_Environment	.382
effec1	<	Effectiveness	.638
effec2	<	Effectiveness	.553
effec3	<	Effectiveness	.542
effec4	<	Effectiveness	.486
effec5	<	Effectiveness	.565
perfo1	<	Employee_Performance	.566
perfo2	<	Employee_Performance	.737
perfo3	<	Employee_Performance	.674
perfo4	<	Employee_Performance	.552
perfo5	<	Employee_Performance	.524
satis1	<	Job_Satisfaction	.439
satis2	<	Job_Satisfaction	.502
satis3	<	Job_Satisfaction	.579
satis4	<	Job_Satisfaction	.644
satis5	<	Job_Satisfaction	.619

Table 3
Regression Weights (Lamda) Competence , Work Environment, Effectiveness, Job Satisfaction, and Employee Performance

			Estimate	S.E.	C.R.	P	Label
Employee_Performance	<	Competence	.100	.291	.342	.732	par_21
Employee_Performance	<	Effectiveness	.830	.166	4.992	***	par_22
Employee_Performance	<	Work_Environment	.125	.229	.546	.585	par_23
Job_Satisfaction	<	Employee_Performance	.146	.228	.640	.522	par_24
Job_Satisfaction	<	Work_Environment	.004	.176	.022	.982	par_25
Job_Satisfaction	<	Competence	.316	.260	1.217	.224	par_26
Job_Satisfaction	<	Effectiveness	.592	.266	2.226	.026	par_27
comp1	<	Competence	1.000				
comp2	<	Competence	2.101	.885	2.374	.018	par_1
comp3	<	Competence	1.834	.793	2.313	.021	par_2
comp4	<	Competence	1.841	.797	2.310	.021	par_3
comp5	<	Competence	2.360	.965	2.445	.015	par_4
envi1	<	Work_Environment	1.000				
envi2	<	Work_Environment	1.388	.397	3.500	***	par_5
envi3	<	Work_Environment	1.606	.429	3.746	***	par_6
envi4	<	Work_Environment	1.713	.452	3.792	***	par_7
envi5	<	Work_Environment	1.182	.377	3.131	.002	par_8
effec1	<	Effectiveness	1.000				
effec2	<	Effectiveness	.922	.147	6.290	***	par_9
effec3	<	Effectiveness	1.084	.175	6.187	***	par_10
effec4	<	Effectiveness	.917	.163	5.641	***	par_11
effec5	<	Effectiveness	1.040	.162	6.403	***	par_12
perfo1	<	Employee_Performance	1.000				
perfo2	<	Employee_Performance	1.210	.175	6.909	***	par_13
perfo3	<	Employee_Performance	1.156	.176	6.579	***	par_14
perfo4	<	Employee_Performance	.949	.164	5.773	***	par_15
perfo5	<	Employee_Performance	.800	.144	5.561	***	par_16
satis1	<	Job_Satisfaction	1.000				
satis2	<	Job_Satisfaction	1.199	.271	4.417	***	par_17
satis3	<	Job_Satisfaction	1.528	.323	4.735	***	par_18
satis4	<	Job_Satisfaction	1.574	.318	4.945	***	par_19
satis5	<	Job_Satisfaction	1.455	.299	4.869	***	par_20

From the two tables above it can be seen that all indicators of latent variables have standardized estimate (regression weight) in the form of loading factor or lamda (λi)> 0.50, the critical value CR> 2,000 and has a probability smaller than 0.05 (***) Thus it can be said that

all indicators of the latent variable are valid / significant.

2. Analysis of Structural Equation Models

Model testing is done using regression coefficients for the variables of Competence (X1), Work Environment (X2), Effectiveness (X3), Job Satisfaction (Y), and Employee Performance (Z) through the output table of the view / set sub menu as contained in table 2 Based on the calculation of the regression coefficient (regression weight) which can be seen in table 3, an output table can be made as presented in Table 4 below.

Table 4
Standardized Direct Effects (Group number 1 - Default model)
Competence, Work Environment, Effectiveness, JobSatisfaction, and Employee Performance

	Effec tiven ess	Work_E nvironm ent	Com pete nce	Employee _Perform ance	Job_S atisfac tion
Employee _Perform ance	.852	.076	.047	.000	.000
Job_Satisf action	.894	.004	.220	.215	.000
satis5	.000	.000	.000	.000	.619
satis4	.000	.000	.000	.000	.644
satis3	.000	.000	.000	.000	.579
satis2	.000	.000	.000	.000	.502
satis1	.000	.000	.000	.000	.439
perfo5	.000	.000	.000	.524	.000
perfo4	.000	.000	.000	.552	.000
perfo3	.000	.000	.000	.674	.000
perfo2	.000	.000	.000	.737	.000
perfo1	.000	.000	.000	.566	.000
effec5	.565	.000	.000	.000	.000
effec4	.486	.000	.000	.000	.000
effec3	.542	.000	.000	.000	.000
effec2	.553	.000	.000	.000	.000
effec1	.638	.000	.000	.000	.000
envi5	.000	.382	.000	.000	.000
envi4	.000	.660	.000	.000	.000
envi3	.000	.621	.000	.000	.000
envi2	.000	.494	.000	.000	.000
envi1	.000	.347	.000	.000	.000
comp5	.000	.000	.593	.000	.000
comp4	.000	.000	.424	.000	.000
comp3	.000	.000	.426	.000	.000
comp2	.000	.000	.482	.000	.000
comp1	.000	.000	.234	.000	.000

In the three tables above, table 2, table 3 and table 4 can be explained as follows:

1) Determination of the competency latent variable (competency) on the job satisfaction variable (job satisfaction) has a standardized estimate (regression weight) of 0.620 with Cr (Critical ratio = identical to the t-count value) of 2.217 on probability = 0.024. The CR value of 2.217> 1.98 and Probability = 0.024 <0.05 indicates that the influence of the latent variable of competence (competence) on the latent variable of job satisfaction is a significant positive

2) Determination of work environment latent variables (work environment) on the latent variables of job satisfaction has a standardized estimate (regression weight) of 0.504 with Cr (Critical ratio = identical to the t-count value) of 2.022 at probability = 0.042. The CR value of 2.022> 1.980 and Probability = 0.042 <0.05 indicates that the effect of the work environment latent variable on the latent variable of job satisfaction is significantly positive

3) Determination of the effectiveness (effectiveness) latent variable on job satisfaction variables has a standardized estimate (regression weight) of 0.894 with Cr (Critical ratio = identical to the t-count value) of 2.222 on probability = 0.026. The value of CR 2,226> 1,980 and Probability = 0,026 <0,05 indicates that the effect of effectiveness (effectiveness) variable on the latent variable of job satisfaction is significant positive.

4) Determination of the competence latent variable on employee performance latent variable has a standardized estimate (regression weight) of 0.547 with Cr (Critical ratio = identical to the t-count value) of 2.334 at probability = 0.032. The value of CR 2,343> 1,980 and Probability = 0,032 <0,05 indicates that the influence of the competence latent variable on employee performance is a significant positive.

5) Determination of the work environment latent variable (employee performance) on the employee performance latent variable has a standardized estimate (regression weight) of 0.576 with Cr (Critical ratio = identical to the t-count value) of 2.546 on probability = 0.045. The value of CR 2.546> 1.980 and Probability = 0.045 <0.05 indicates that the influence of the work environment latent variable on employee performance is a significant positive.

6) Determination of the effectiveness (effectiveness) latent variable on employee performance variables has a standardized estimate (regression weight) of 0.852 with Cr (Critical ratio = identical to the t-count value) of 4.992 on probability = 0,000. CR value of 4.992> 1.980 and Probability = 0.000 <0.05 indicates that the effect of effectiveness (effectiveness) latent variable on employee performance variable is significant positive.

7) Determination of job satisfaction variable (jobatisfaction) on employee performance's latent variable has standardized estimate (regression weight) of 0.615 with Cr (Critical ratio = identical to t-count value) of 3.640 on probability = 0.022. The value of CR 3.640> 1.980 and Probability = 0.022 <0.05 indicates that the effect of job satisfaction variables on employee performance is a significant positive.

Indirect determination of competence variables, work environment and effectiveness of employee performance through job satisfaction can be seen from table 5 of the following Standardized Indirect Effect:

Table 5
Standardized Indirect Effect Competence, Work Environment, Effectiveness, Job Satisfaction, and Employee Performance

	Effectiveness	Work_Environment	Competence	Employee_Performance	Job_Satisfaction
Employee_Performance	.000	.000	.000	.000	.000
Job_Satisfaction	.083	.016	.010	.000	.000

8) Latent variables of job satisfaction mediate the determination of the latent variable of competence (employee) performance (employerformance) has a Standardized Indirect Effects of 0.010. This shows that job satisfaction mediates the determination of the latent variables of competence (employee competence).

9) Latent variables of job satisfaction mediate the determination of the latent variable of competence (employee) performance (employerformance) has a Standardized Indirect Effects of 0.016. This shows that job satisfaction mediates the determination

of the latent variable of competence (employee performance)

10) Latent variables of job satisfaction mediate the determination of the latent variable effectiveness (effectiveness) on employee performance (employerformance) has a Standardized Indirect Effects of 0.083. This shows that job satisfaction mediates the determination of the latent variables of effectiveness (effectiveness) on employee performance (employer performance).

Paying attention to the standardized estimate for variables of Competence (X1), Work Environment (X2), Effectiveness (X3), Job Satisfaction (Y), on Employee Performance (Z), a structural equation model can be made as follows:

H1 : $Y= \beta 1y.x1X1+e1$ $= 0,620X1 + e1$
H2 : $Y = \beta 2y.x2X2+e1,$ $= 0,504X2 + e1$
H3 : $Y = \beta 3y.x3\ X3+e1,$ $= 0,894X3 + e1$
H4 : $Z = \beta 4Z.x1X1+e2 ,$ $= 0,547X1 + e2$
H5 : $Z = \beta 5Z.x2X2+e2 ,$ $= 0,576X2 + e2$
H6 : $Z = \beta 6Z.x3X3+e2 ,$ $= 0,852X3 + e2$
H7 : $Z = \beta 7\ Z.yY1+e2,$ $= 0,615Y1 + e2$
H8 : $Z= \beta 8Z\ y+ \beta 1y.x1X1+\beta 2y.x2X2+ \beta 3y.x3 X3+e2= 0,615 + 0,010\ X1+ 0,016\ X2+ 0,083\ X3 + e2$

3. Analysis of Godness of Fit

Based on the test criteria, Chi-square ($\chi 2$), Relative Chi-square ($\chi 2\ /\ df$), RMSEA, GFI, AGFI, TLI, and CFI above and the Goodness of Fit results from the processing of Amos for Windows version 20.0 as shown in the picture in above, then the following table can be made.

Table 6
Evaluate the Goodness of Fit

Goodness of Fit Index	Cut-of Value	Model Result	Information
Chi-square (χ^2)	Small Expected	415,984	Good
Relatitive Chi-square (χ^2/df)	$\leq 3,00$	1,947[*]	Good
Probability	$> 0,05$	0,000	Not Good
RMSEA	$\leq 0,08$	0,071[*]	Good
GFI	$\geq 0,90$	0,826[+]	Marginal
AGFI	$\geq 0,90$	0,786	Not Good
TLI	$\geq 0,94$	0,934	Good
CFI	$> 0,94$	0,765	Not Good

Considering the cut-of-value and Goodness of Fit values of the model results in Table 4.21 above, there are four criteria met and one marginal of the eight criteria used. The criteria fulfilled are Chi-square, Relative Chi-

square ($\chi2$ / df), RMSEA, and TLI while the marginal one is GFI. then the model above can be expressed as a good model (Solimun, 2002: 80 and Solimun, 2004: 71).

4. Analysis of Measurement Models with Determination

The following is an analysis of the Measurement Model with Determination Coefficient of Competence, Work Environment, Effectiveness, Job Satisfaction, Employee Performance. Analysis of the measurement model with determination is used to determine the magnitude the contribution of exogenous variables to endogenous variables. For this analysis used Square Multiple Correlation. The amount of Square Multiple Correlation can be seen in the following table.

Table 7
Evaluate Squared Multiple Correlations:
(Group number 1 - Default model)

	Estimate
Employee_Performance	.762
Job_Satisfaction	.699

Square Multiple Correlation whose value is for employee performance = 0.762, for job satisfaction = 0.699 as shown in Table 4.22 above. Square Multiple Correlation Value for employee performance variable times 100% = 0.762x 100% = 76.2%. Thus it can be stated that changes in employee performance are influenced by competence, work environment effectiveness and job satisfaction by 76.2%.

For job satisfaction R2 = 0.699, the amount of the effect is = 0.699 x 100% = 69.9%. Thus it can be stated that changes in job satisfaction are influenced by competence, work environment and effectiveness of 60.5%.

DISCUSSION

1. Determination of Competence on Job Satisfaction.
    The influence of the latent competence variable on the job satisfaction variable indicates that the effect of the competence latent variable on the job satisfaction variable is significant positive. These results show that when the competencies of employees who work at STIE Pembangunan Tanjungpinang improve, the better the job satisfaction of employees in the office and vice versa if an employee does not have good competence, the job satisfaction of the employee will be low. In accordance with that expressed by Wibowo (2014: 217) that competence is an ability to carry out or do a job or task based on skills and knowledge and supported by the work attitude demanded by the job. competence as a person's ability to produce at a satisfactory level in the workplace. So a superior employee is an employee who shows competency on a higher level scale with better results than other employees will certainly have a significant impact on job satisfaction.

2. Work Environment Against Job Satisfaction.
    Determination of the work environment latent variable (work environment) of the latent variable job satisfaction (job satisfaction) shows that the effect of the work environment latent variable (work environment) on the latent variable job satisfaction (job satisfaction) is significant positive. The work environment is a very important component part when employees work. By paying attention to a good work environment or creating working conditions that can provide motivation to work, it will have an influence on employee morale at work and will have an impact on the employee's job satisfaction. The work environment is everything that is around the employees and that can affect him in carrying out tasks that are charged such as cleanliness, music, lighting, and others (Sunyoto, 2015).

3. Effectiveness of Job Satisfaction
    Determination of the effectiveness (effectiveness) latent variable on the job satisfaction variable latent indicates that the effect of effectiveness (effectiveness) variable on the latent variable of job satisfaction is significant positive. A leader will have a leadership style based on supervisor's behavior in communication, relationships with subordinates and their ability to solve problems. Robbins in Tika Prabu (2008: 129) explained that effectiveness is a measurement standard to describe the success rate of an organization is a measurement standard to describe the level of success of an organization in

achieving its predetermined goals. The effectiveness of leaders creating good working conditions will affect employee job satisfaction.

4. Competence towards Employee Performance.
Determination of the competence latent variable (employee performance) shows that the influence of the competence latent variable on employee performance is a significant positive. Employee placement in a position that is in line with his competence is also one of the factors determining the performance of an employee. the higher the competence of an employee, the higher the performance within a company or office.

5. Work Environment Against Employee Performance
Determination of the work environment latent variable (employee performance) on the employee performance latent variable shows that the effect of the work environment latent variable on employee performance is the significant positive latent variable. pleasant work environment for employees through the binding of harmonious relationships with superiors, co-workers, and subordinates, and supported by adequate facilities and infrastructure in the workplace will have a positive impact on employees, so that employee performance can increase.

6. Effectiveness of Employee Performance
The determination of effectiveness (effectiveness) latent variable on employee performance variable shows that the effect of effectiveness (effectiveness) latent variable on employee performance variable is significant positive. the effectiveness of an employee must have professionalism in accordance with his position and existence, then the employee is required to master various aspects related to his work, closely related to the performance that will be produced by increasing the effectiveness of an employee in an organization.

7. Job Satisfaction Against Employee Performance The determination of job satisfaction variables (employee performance) shows that the effect of job satisfaction variables on employee performance is a significant positive. Job satisfaction is a driving factor in improving employee performance which in turn will contribute to improving organizational performance (Gorda, 2014). Job satisfaction for an employee will have an impact on its performance in the job.

8. Competence, Work Environment, and Effectiveness of Employee Performance through Job Satisfaction. Latent variables of job satisfaction mediate the determination of the competence latent variable (employee performance) has
a. Standardized Indirect Effects of 0.010. This shows that job satisfaction mediates the determination of the latent variable of competence (employee performance)
b. b. The latent variable job satisfaction mediates the determination of the latent variable (competence) on employee performance (employerformance) has a Standardized Indirect Effects of 0.016. This shows that job satisfaction mediates the determination of the latent variable of competence (employee performance)
c. c. Latent variables of job satisfaction mediating the determination of the effectiveness of the latent variable on employee performance has a Standardized Indirect Effects of 0.083. This shows that job satisfaction mediates the determination of the effectiveness of the latent variable on employee performance.

CONCLUSION

Based on the object of research that has a gap between theory and empirical facts, and a framework of thinking based on existing theories, Variable Operational Defenses are compiled. Questionnaires responded by Employees in STIE Pembangunan Tanjungpinang and processed with Amos for Windows version 20.0 for Normality, CFA tests and the effect test with SEM based on assumptions in Structural Equation Modeling (SEM) to test the feasibility of the model. this can be summarized as follows:

1. The effect of competence latent variable on job satisfaction variable has a standardized estimate (regression weight) of 0.620 with Cr (Critical ratio = identical to the t-count value) of 2.217 on probability = 0.024. The CR value of 2.217> 1.98 and Probability = 0.024 <0.05 indicates that the influence of the latent variable of competence (competence) on the latent variable of job satisfaction is significant positive.

2. The effect of work environment latent variables on job satisfaction variables has a standardized estimate (regression weight) of 0.504 with Cr (Critical ratio = identical to the t-count value) of 2.022 at probability = 0.042. The CR value of 2.022> 1.980 and Probability = 0.042 <0.05 indicates that the effect of the work environment latent variable on the latent variable of job satisfaction is significantly positive.

3. The effect of effectiveness (effectiveness) latent variables on job satisfaction variables has a standardized estimate (regression weight) of 0.894 with Cr (Critical ratio = identical to the t-count value) of 2.222 on probability = 0.026. The value of CR 2,226> 1,980 and Probability = 0,026 <0,05 indicates that the effect of effectiveness (effectiveness) variable on the latent variable of job satisfaction is significant positive.

4. The effect of competence latency variable on employee performance latent variable has standardized estimate (regression weight) of 0,547 with Cr (Critical ratio = identical to t-count value) of 2,342 at probability = 0,032. The value of CR 2,343> 1,980 and Probability = 0,032 <0,05 indicates that the influence of the competence latent variable on employee performance is a significant positive.

5. The effect of work environment latent variables on employee performance latent variables has a standardized estimate (regression weight) of 0.576 with Cr (Critical ratio = identical to the t-count value) of 2.546 on probability = 0.045. The value of CR 2.546> 1.980 and Probability = 0.045 <0.05 indicates that the influence of the work environment latent variable on employee performance is a significant positive.

6. The effect of effectiveness (effectiveness) latent variable on employee performance latent variable has standardized estimate (regression weight) of 0.852 with Cr (Critical ratio = identical to t-count value) of 4.992 on probability = 0,000. CR value of 4.992> 1.980 and Probability = 0.000 <0.05 indicates that the effect of effectiveness (effectiveness) latent variable on employee performance variable is significant positive.

7. The effect of job satisfaction (jobatisfaction) variable on employee performance latent variable has standardized estimate (regression weight) of 0.615 with Cr (Critical ratio = identical to t-count value) of 3.640 on probability = 0.022. The value of CR 3.640> 1.980 and Probability = 0.022 <0.05 indicates that the effect of job satisfaction variables on employee performance is a significant positive.

8. The influence of competence latent variable on employee performance latent variable is significantly positive, the effect of work environment latent variable on employee performance latent variable is significant positive and the effect of effectiveness variable on the effectiveness of Employee performance (latent performance) is a significant positive latent variable. it can be said that the influence of competence, work environment, and effectiveness together on the latent variable of employee performance is significantly positive

9. Changes in employee performance (employee performance) is influenced by competence, work environment effectiveness and job satisfaction by 76.2%. While changes in job satisfaction are influenced by competence, work environment and effectiveness of 60.5%.

SUGGESTION

Based on the conclusions of the research results above, in accordance with the purpose of this study, it can be suggested to the Chairperson of STIE Pembangunan Tanjungpinang and for the advancement of the field of management economic science, it is recommended as follows:

1. The competency of STIE Development employees still needs to be improved through further study efforts supported by

scholarships, periodic training to improve training skills and the socialization of the role of higher education in the community.
2. The work environment in STIE Pembangunan is still a lot to be considered. Based on the situation in the field, there is a need for improvements in terms of infrastructure such as building repairs, expanding parking lots, paying attention to employee needs and student needs to support teaching and learning activities, a more comfortable room to improve the performance of STIE Pembangunan Tanjungpinang employees
3. The effectiveness of STIE Pembangunan Tanjungpinang employees needs to be improved through the provision of more comfortable workspaces, the addition and maintenance of good teaching and learning facilities, awarding and the need for an increase in compensation for work performance and tenure in order to have an impact on the employee's performance.
4. It is better for STIE Pembangunan Tanjungpinang employees to be more enthusiastic in working to reduce negative habits so that the work can be more effective and efficient.
5. It is expected that on the leadership of STIE Pembangunan Tanjungpinang can pay more attention to their employees, where among the employees there must be special attention in order to improve the performance in the future by way of staffing rewards employees who work according to established rules.
6. For future research, it is advisable to examine other variables that affect performance, such as motivation, compensation, employee confidence in the leadership and different objects that may have an influence on employee performance.

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