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The Influence of Work Environment and Work Flexibility on Job Satisfaction with Competence as an Intervening Variable in BPJS Employment Pematang Siantar Branch and Kisaran Branch

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Abstract

This research is useful for looking at the influence of work environment, flexibility on job satisfaction and competence. This research took as its object a BPJS Employment company office, Pematang Siantar and Kisaran Branches. The lack of work environment at BPJS Employment Pematang Siantar and Kisaran Branches can also affect work flexibility, because these two things have a close continuity. In fact, the conditions of the work environment around the research have several problems for the employees who work there. Employee discomfort at work will certainly affect employee flexibility so that the satisfaction of company officials will certainly have an influence. Even though the assessment of the work environment is again a personal assessment of each employee, in general, in fact, this actually has an influence on work flexibility and job satisfaction. Several things that happened at BPJS Employment Pematang Siantar and Kisaran Branches were the lack of communication between employees and even between employees and superiors, which was one of the reasons for the poor working environment conditions. This lack of communication between employees will cause new problems that will affect work flexibility and possibly even more employees' future. The results of this research are as follows: Work Flexibility has a positive and insignificant effect on Job Satisfaction with an original sample value of 0.161 and an ap value of 0.154. Work Flexibility has a positive and significant effect on Competency with an original sample value of 0.786 p value 0.000. Competency has a positive and significant effect on Job Satisfaction with an original sample value of 0.583 and ap value of 0.000. Work Environment has a positive and significant effect on Job Satisfaction with an original sample value of 0.193 and ap value of 0.016. Work Environment has a positive and significant effect on Competency with an original sample value of 0.165 and ap value of 0.016. Job Flexibility has a positive and significant indirect effect on Job Satisfaction through Job Satisfaction with a value of 0.457 and a value of 0.000. Work Environment has a positive and significant indirect effect on Job Satisfaction through competency with an original sample value of 0.096 and ap value of 0.000.

***Keywords**: Work Environment, Flexibility, Competence, Job Satisfaction.*

INTRODUCTION

To meet the demands of the modern world, Human Resources (HR), or employees as a source of labor in each organizational unit, are very important to produce high quality goods, be they goods or services. To produce high quality products, employee motivation is very necessary to improve employee performance. The work environment is a form of employee that can influence him in carrying out the tasks given, the presence of lighting, air temperature, security, cleanliness, music, etc., as well as work that is healthy, comfortable, safe and enjoyable for employees in completing work. A pleasant work environment can help employees feel more confident in their abilities to complete tasks and

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achieve optimal results. On the other hand, if working environmental conditions do not meet expectations, it will have a negative impact on employee productivity levels.

There are many people who work in crowded offices because they experience conflicts between coworkers and colleagues. Especially for women, they don't have the time they would like to spend with friends and family due to long and uncomfortable working hours. Flexible working hours allow individuals to organize their daily lives more effectively and reduce work-related conflicts. As previous research shows, working flexible hours has a negative impact on employees' positive attitudes towards their work. Individuals who are asked to estimate how long it will take to start and complete their work are less likely to be satisfied with their jobs.

Job satisfaction is basically subjective, and each person has a different level of job satisfaction. The level of satisfaction obtained is proportional to how many aspects of the work are in accordance with the individual's desires and value system, and conversely, the more aspects of the work are not in accordance with the individual's desires and value system. Job satisfaction is a pleasant emotional state in which employees have a positive perception of their work. Job satisfaction is a person's feelings towards their work, which can be seen from the employee's attitude towards their work and everything around them.

The influencing factors that serve as benchmarks for individual employee job satisfaction can be seen from things such as age, gender, personal attitudes towards work, relationship factors between employees such as managers and employees, recommendations from co-workers, physical conditions and workplace environment, emotions and conditions. work, and external factors such as family, recreation, and education can influence employee job satisfaction. This provides motivation for employees to achieve job satisfaction. Company leaders are responsible for achieving this, because job satisfaction is a factor that is believed to motivate employee morale so that they can provide the best results for the company, so that company performance can be improved.

In other words, job satisfaction in an organization is a basic principle for an organization or company in achieving organizational goals and objectives. Low job satisfaction will have implications for performance and flexibility. This is because job satisfaction, work flexibility and performance are closely related and interrelated in determining the success and achievement of organizational goals.

This research took as its object a BPJS Employment company office, Pematang Siantar and Kisaran Branches. The lack of work environment at BPJS Employment Pematang Siantar and Kisaran Branches can also affect work flexibility, because these two things have a close continuity. The conditions of the work environment around the research actually have several problems for the employees who work there. Employee discomfort at work will certainly affect

employee flexibility so that the satisfaction of company officials will certainly have an influence. Even though the assessment of the work environment is again a personal assessment of each employee, in general, in fact it does have an influence on work flexibility and job satisfaction. Several things that happened at BPJS Employment Pematang Siantar and Kisaran Branches were the lack of communication between employees and even between employees and superiors, which was one of the reasons for the poor working environment conditions. This lack of communication between employees will cause new problems that will affect work flexibility and possibly even more employees' future.

LITERATURE REVIEW

Work environment

The work environment is the social, psychological, and physical life within a company that influences how workers do their jobs. The very close relationship between humans and their environment influences human life. In situations like this, humans will continue to try to adapt to various environmental conditions around them. As humans, employees cannot be separated from the various environmental conditions in which they work, which is known as their work environment. During their work, each employee will interact with various conditions that exist in their work environment. Management must pay attention to the natural working environment of a company. Even though the company does not carry out the production process, the work environment directly influences the workers who carry out the process. According to Taiwo in Cynthia (2015), the work environment is all situations, events, people, etc. that influence the way people live or work. Meanwhile, according to Mulyadi (2015) the work environment is everything that can influence the continuity, existence and other things related to the organization both from outside and from within.

Work Environment Indicators

According to Mulyadi (2015), it consists of:

1. Means
2. Cleanliness
3. Lighting
4. Relationships with coworkers
5. Security

Work Flexibility

Work schedule flexibility is a flexible work arrangement which means choosing a place and time to work, whether formal or informal, which facilitates employees in terms of policies for how long, when and where employees work (Kezia Sarah: 2014). According to Griffin (2014) states that work schedule

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flexibility means that, although employees still have a fixed and structured work schedule, they have time off during "normal" working hours. One of the main advantages of this method is that employees can arrange their work schedules accordingly. with their personal needs. For example, someone who has to visit a doctor in the afternoon can start work early in the morning. Someone who stays up late one night can start work at noon the next day.

Based on the definition above, work flexibility is a work arrangement system where employees can choose when, where and how long they work. To beat the competition and maintain an organization, work flexibility is very important. This policy can reduce absenteeism, increase work productivity, reduce overtime costs, and possibly increase employee satisfaction.

Flexibility Indicator

According to Rothausen (2014), indicators of work schedule flexibility are as follows:

1. Employees can divide their time between work and family time.
2. Employees can easily exchange work schedules with colleagues when they are unable to work.
3. Employees can easily take time off for family needs. And
4. Employees can have the freedom to have a side job.

Job satisfaction

In accordance with natural conditions, humans have many needs that are very diverse in terms of type and level. In fact, humans have almost unlimited needs. Everything you want to have, achieve and enjoy is called a human need. Thus, humans are motivated to do work. Job satisfaction is how an employee views their work, how they work together, the rewards they receive, and physical and psychological factors. Individual attitudes towards work come from their attitudes towards factors in work, their adjustment, and their social relationships outside of work.

According to Handoko (in Sutrisno, 2017) job satisfaction is an emotional condition that is pleasant or unpleasant for an employee regarding the way they see their work. Employees' positive feelings towards their work and everything they encounter in their workplace are evidence of job satisfaction. Meanwhile, according to Robbins in Triatna (2015), describes job satisfaction as a general attitude towards a person's work which shows the difference between the level of appreciation they receive. receive and the level of appreciation they think they should receive.

Indicators of job satisfaction

Job satisfaction indicators play a very important role for employees. Because the job satisfaction indicator is one aspect that employees know in terms of whether employees feel satisfied or not at work.

According to Yuwono, quoted by Spector in Badriyah (2015), there are several aspects to identifying indicators of job satisfaction, namely as follows:

1. Wages
2. Promotion
3. Supervision
4. Benefits
5. Contingent rewards
6. Operating procedures
7. Co-working
8. Nature of work
9. Communications

Based on several expert opinions above, it can be defined that job satisfaction is a positive attitude shown by workers towards their work; Employees who feel satisfied tend to be absent less often, while employees who feel dissatisfied tend to be absent more often. The dimensions of job satisfaction include job conditions, the job itself, and the level of satisfaction expressed in attitudes. with metrics such as work comfort, communication, additional compensation, performance, absenteeism, implementation procedures, and coworkers.

Competence

According to Sutrisno & Zuhri (2019), competency is defined as an ability based on skills and knowledge supported by work attitudes and their application in carrying out tasks and work in the workplace which refers to the specified work requirements. According to Spencer & Spencer in Triastuti (2019) competence is better defined as a person's underlying characteristics which are related to the effectiveness of an individual's work in their work.

Competency Indicators

In this research, the indicators used to measure how much competence employees have been in accordance with the indicators used by Spencer & Spencer in Triastuti (2019), namely:

1. Achievement or proactive behavior. A person's drive or desire to act beyond what is required or required by the job and has an effect on improving his or her performance.

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2. Service or social awareness. Contains the essence of being serious about understanding the desires, interests and needs of other people and including the needs of the people to be served. Meanwhile, social awareness is the ability to understand other people's emotions and other skills in treating other people according to their reactions. Some things included in social awareness are empathy, service orientation and organizational awareness.
3. Ability to influence other people. Contains the essence of a person's ability to persuade, convince, and influence or create a good impression on other people so that other people want to support their ideas.
4. Managerial abilities include competence in developing other people, directing abilities, teamwork and leadership in groups.
5. Cognitive abilities / thought patterns. The ability of the system to think and recognize patterns. Cognitive ability has been the best general predictor of performance across a variety of occupational professions.
6. Self-awareness . The ability to recognize and understand one's own moods, emotions and their effect on others. This ability includes self-control, self-confidence and flexibility which influence performance.

METHOD

Types of research

What was carried out was causal associative research using quantitative techniques. According to V. Wiratna Sujarweni (2018), quantitative research is a type of research that produces findings using statistical techniques or other quantification methods (measurements). According to Sugiyono (2014), quantitative research methods can be defined as "research methods based on positive philosophy, used to research certain populations or samples, collecting data using research instruments, quantitative/statistical data analysis, with the aim of testing predetermined hypotheses."

Research Population

In Sugiyono's book entitled "quantitative qualitative research methods and R&D", he explains that the definition of population is as a generalized area consisting of: objects or subjects that have certain qualities and features that are chosen by researchers to study and then draw conclusions. Thus, population includes not only individuals, but also objects and other natural objects. Population includes all the traits and attributes possessed by the subject or object being studied, not just the number of individuals in it.

In this research, there were 80 employees of BPJS Employment Pematang Siantar and Kisaran and Tanjung Morawa Branches. So the population of this study was 38 employees from BPJS Employment Pematang Siantar and 42 employees at BPJS Employment Kisaran Branch.

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Sample

According to Arikunto (2012). If the population is less than 100 people, the sample is taken as a whole, but if the population is greater than 100 people, the sample may include 10-15% or 20-25% of the population. Based on this research, because the population is not greater than 100 people, the researchers took 100% of the number of existing employees. Thus, the technique used in sampling in this research was the Saturated Sample Technique. According to Sugiyono (2018) saturated sampling is a sampling technique when all members of the population are used as samples. In this study, researchers used the entire population as a research sample, namely 80 employees.

Research place and research time

This research was conducted at BPJS Employment Pematang Siantar Branch Office: Jl. Sakti Lubis No. 5 Timbang Galung, Pematang Siantar City and Kisaran Branch Office: Jl. Sisingamaraja No. 460, Kisaran, Sendang Sari, Asahan, Asahan Regency, North Sumatra 21211. The research period was three months from January until completion.

Method of collecting data

The Data Collection Method was obtained through a questionnaire with a four-scale assessment level (lichert). This study aims to evaluate how the independent variable affects the dependent variable. The questionnaire method (questionnaire method) is a series or list of questions that are arranged systematically, then sent to be filled in by the respondent.
Apart from that, in this research, the Likert scale concept will be demonstrated in the questionnaire and the score as follows:

Answer	Code	Score
Strongly agree	S.U	5
Agree	S	4
Neutral	N	3
Don't agree	T.S	2
Strongly Disagree	STS	1

Data Analysis Techniques

This research uses quantitative data analysis and uses the Moderate Regression Analysis (MRA) model with the help of the SmartPLS application. The main goal of PLS is to help researchers verify theories and explain relationships between variables. Apart from that, PLS can carry out analyzes in one data test. PLS-SEM analysis usually consists of two submodels: an external model, or measurement model, and an interior model, or structural model, according to

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Ghozali and Latan (2015). Structural models show the estimated values of latent or constructed variables, while measurement models explain how manifest variables or observable variables can indicate variables that can be manipulated in the future.

Testing Research Instruments

Structural model testing in PLS is carried out with the help of SmartPLS software. The steps that must be taken in Partial Least Square (PLS) include:

Measurement Model (Outer Model)

In this measurement model, it can also be called the outer model, namely connecting all indicator variables with the latent variables. The outer model or what is often also called (outer relation or measurement model) defines how each indicator block is related to its latent variable. Outer model analysis can be seen from several indicators as follows:

- Convergent Validity is an indicator that is evaluated based on the correlation between item or component scores and construct scores. This can be seen from the standard holding factor, which shows the level of correlation between each measurement item (indicator) and its construct. According to Chin, quoted by Imam Ghozali (2015), an external load value of 0.5–0.6 is considered sufficient, but an individual reflexive measure is considered high if the correlation with the construct in question is more than 0.7.
- Discriminant Validity is a reflexive measurement model that is assessed through cross-loading measurements with conventional construct models. If there is a construct correlation with an item with a size that is larger than the size of the other construct, this indicates that the block has a size that is larger than the other blocks. However, based on another approach to evaluate discriminant validity, namely by comparing the squareroot average variance extracted (AVE) values,
- Composite reliability is a measure that can be used to measure a construct, which can be observed through the view of latent variable coefficients. Internal consistency and Cronbach's alpha are two tools for evaluating composite reliability. If the value is more than 0.70, the construct is considered to have high reliability.
- Cronbach's Alpha is a reliability test whose action is useful for strengthening the results of composite reliability tests. A variable is considered reliable if the Cronbach's alpha value is more than 0.7.

Structural Model (Inner Model)

Inner model analysis is carried out to ensure that the structural model built is strong and accurate. In evaluating the inner model, several indicators can be seen, namely:

1. R-Square (R2)
   R-squares for each endogenous latent variable as the predictive power of the structural model. The influence of certain exogenous latent variables on endogenous latent variables that have substantive influence can be explained by changing the R-squares value. The model can be considered strong, moderate, or weak with an R square value of 0.75, 0.50, and 0.25 (Ghozali and Latan, 2015:78). A larger R2 value indicates that the prediction model of the proposed research model is better.
2. Predictive Relevance (Q^2)
   PLS model evaluation can be carried out using the relevance of Q2 predictions or the use of example predictions to demonstrate the synthesis of cross-validation and fitting functions through predictions of observed variables and estimates of construct parameters. This can also be done by considering the size of the R-squares value. While Q2 determines how good the observation values produced by the model and its parameter estimates are, a Q2 value of less than 0 indicates that the model has predictor relevance (Ghozali and Latan, 2015).
3. Quality Indexes
   PLS path modeling can also find global optimization criteria to determine the superiority of model fitting. It is used to evaluate a simple measurement model as a whole and provides a simple measure for the overall model predictions. The GoF values are 0.10 (small GoF), 0.25 (middle GoF), and 0.36 (large GoF), according to Ghozali and Latan (2015).

Hypothesis Testing

According to Haryono (2017), when conducting research, researchers are faced with a situation where the data sample is quite large but the theoretical basis is weak regarding the relationship between the hypothesized variables. However, sometimes it happens when the hypothesized variables are very complex. To solve this problem, Partial Least Square (PLS) can be used. This research uses interaction tests to test the hypotheses explained previously. The previously mentioned hypotheses were tested through interaction tests in this study. WarpPLS software was used to test the relationship between variables in this study. According to Ghozali & Latan (2015:7), two submodels are used in PLS analysis. Measurement models—known as external models—are used to test validity and reliability; Structural models—known as deep models—are used to test causality or hypotheses for predictive models.

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In the next stage, hypothesis testing is carried out after the model has been tested as a whole and partially. According to Ghozali and Latan (2015), hypothesis testing is carried out by comparing the T-statistic value with the T-table value = 1.96 and a significance level of p = 0.05. The conclusion is that the endogenous variable has a significant influence on the exogenous variable if the T-statistic value is greater than the T-table value.

RESULTS AND DISCUSSION

Contents of Results and Discussion

Outer Model Analysis

Measurement model testing (outer model) is used to determine the specifications of the relationship between latent variables and manifest variables. This test includes convergent validity, discriminant validity and reliability.

Convergent Validity

Convergent validity is used to determine the validity of each indicator against its latent variable. In the SmartPLS software, to see the results of the validity, it can be seen in the outer loading table. In the outer loading table there are numbers or values that show the indicator is similar to the construct variable. The value for the indicator is said to be valid if the indicator explains the construct variable with a value >0.7. The structural model in this research is shown in the following figure:

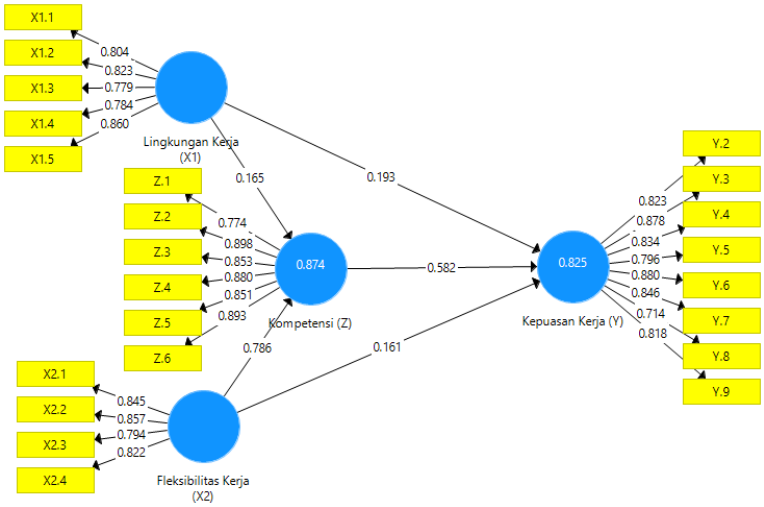

Figure 1. Outer Model

The Smart PLS output for loading factors gives the results in the following table:

In this research there is an equation, and the equation consists of two substructures for substructure 1:

Z = b1X1 + b2X2 + e1

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Z = 0.165X1 + 0.786X2 + e1

For substructure 2:
Y = b3X1 + b4X2 + b5Z + e2
Y = 0.193X1 + 0.161 X2+ 0.582Z + e2

Table 1. Outer Loadings

	Work Flexibility (X2)	Job Satisfaction (Y)	Competency (Z)	Work Environment (X1)
X1.1				0.804
X1.2				0.823
X1.3				0.779
X1.4				0.784
X1.5				0.860
X2.1	0.845			
X2.2	0.857			
X2.3	0.794			
X2.4	0.822			
Y.2		0.823		
Y.3		0.878		
Y.4		0.834		
Y.5		0.796		
Y.6		0.880		
Y.7		0.846		
Y.8		0.714		
Y.9		0.818		
Z.1			0.774	
Z.2			0.898	
Z.3			0.853	
Z.4			0.880	
Z.5			0.851	
Z.6			0.893	

Source: Smart PLS 3.3.3

It can be seen in the table above that the outer loading shows that the value of each outer loading indicator is greater than 0.7 so it is determined that the indicators in each variable have a value greater than 0.7 so that each indicator is declared valid and can continue research at this stage furthermore.

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Discriminant Validity

Discriminant validity can be tested by looking at the cross-loading table. This output is used to test discriminant validity at the indicator level with the condition that the correlation between the indicator and the late variable is > compared to the correlation between the indicator and other latent variables (outside the block). For more clarity, see the table below:

Table 2. Discriminant Validity

	Work Flexibility (X2)	Job Satisfaction (Y)	Competency (Z)	Work Environment (X1)
X1.1	0.688	0.644	0.658	0.804
X1.2	0.652	0.676	0.654	0.823
X1.3	0.713	0.665	0.703	0.779
X1.4	0.719	0.679	0.703	0.784
X1.5	0.796	0.717	0.755	**0.860**
X2.1	0.845	0.706	0.783	0.810
X2.2	**0.857**	0.822	0.836	0.795
X2.3	0.794	0.690	0.723	0.626
X2.4	0.822	0.669	0.741	0.686
Y.2	0.720	0.823	0.734	0.635
Y.3	0.759	0.878	0.815	0.685
Y.4	0.711	0.834	0.686	0.666
Y.5	0.615	0.796	0.656	0.502
Y.6	0.774	**0.880**	0.807	0.702
Y.7	0.715	0.846	0.768	0.725
Y.8	0.643	0.714	0.641	0.750
Y.9	0.802	0.818	0.788	0.817
Z.1	0.765	0.734	0.774	0.706
Z.2	0.866	0.804	**0.898**	0.765
Z.3	0.794	0.697	0.853	0.676
Z.4	0.774	0.815	0.880	0.765
Z.5	0.770	0.766	0.851	0.769
Z.6	0.830	0.807	0.893	0.740

Source: Smart PLS 3.3.3

Based on the research in the table above, there is a loading factot for each variable and the loading factor value is greater than the loading factor value of other latent variables. This can be explained by the cross loading factor of the Work Flexibility variable having a cross loading value that is greater than the cross loading value of other latent variables. for the cross loading factor for the Job

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Satisfaction variable there is a value greater than the cross loading factor for other latent variables, for the cross loading factor for the Competency variable there is a value greater than the cross loading factor for other latent variables. for the cross-loading factor for the Work Environment variable, there is a value that is greater than the cross loading of other latent variables. This means that in discriminated data there are valid results with each variable.

Composite Reliability

The next test determines the reliability value with the composite reliability of each construct. The construct value that is considered reliable is where the composite reliability value is above 0.6 or greater than 0.6. If the Coranbasch alpha value is also greater than 0.7 then the value of each construct in the block is considered reliable in each variable construct and if the AVE value is also above 0.7 then each variable construct is considered valid. The following is a table of loading values for the research variable constructs resulting from running the Smart PLS program in the next table:

Table 3. Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Work Flexibility (X2)	0.849	0.898	0.688
Job Satisfaction (Y)	0.932	0.944	0.681
Competency (Z)	0.929	0.944	0.738
Work Environment (X1)	0.869	0.905	0.657

Source: Smart PLS 3.3.3

Based on the research above, in the Coranbach alpha column, there is a value above 0.7 for each variable, meaning that in the Coranbach alpha column, the reliability data for each variable can be seen. In the composite reliability table, there is a value for each variable greater than 0.6. so it can be interpreted that all variables in the composite column contain reliable data. For the AVE column there is a value greater than 0.7 for each variable so that in this study the value is declared valid in terms of AVE and further research can be carried out.

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Inner Model Analysis

Evaluation of the structural model (inner model) is carried out to ensure that the structural model built is robust and accurate. The analysis stages carried out in the structural model evaluation are seen from several indicators, namely:

1. Coefficient of Determination (R2)

Based on data processing that has been carried out using the SmartPLS 3.0 program, the R Square value is obtained as follows:

Table4. R Square Results

	R Square	Adjusted R Square
Job Satisfaction (Y)	0.825	0.818
Competency (Z)	0.874	0.870

Source: Smart PLS 3.3.3

There is an R square value for the Job Satisfaction variable with a value of 0.825 if converted into a percentage to 82.5%. The influence of work environment variables, flexibility and competency is 82.5% and the rest is on other variables. The R square value of the Competency variable is 0.874 if converted into a percentage of 87.4%, meaning that the influence of the work environment and flexibility variables on Competency is 87.4% and the rest is in other variables.

Hypothesis test

After assessing the inner model, the next thing is to evaluate the relationship between latent constructs as hypothesized in this research. Hypothesis testing in this research was carried out by looking at T-Statistics and P-Values. The hypothesis is declared accepted if the T-Statistics value is > 1.96 and P-Values < 0.05. The following are the results of Path Coefficients of direct influence:

Table 5. Path Coefficients (Direct Influence)

	Original Sample (O)	T Statistics (| O/STDEV |)	P Values	Results
Job Flexibility (X2) -> Job Satisfaction (Y)	0.161	1,019	0.154	Rejected
Work Flexibility (X2) -> Competency (Z)	0.786	10,787	0,000	Accepted
Competency (Z) -> Job Satisfaction (Y)	0.582	4,462	0,000	Accepted
Work Environment (X1) -> Job Satisfaction (Y)	0.193	2,150	0.016	Accepted

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Work Environment (X1) -> Competency (Z)	0.165	2,158	**0.016**	**Accepted**

Source: Smart PLS 3.3.3

1. Work Flexibility has a positive and insignificant effect on Job Satisfaction with an original sample value of 0.161 and a p value of 0.154. This means that if flexibility increases, job satisfaction will not necessarily increase and if it decreases, job satisfaction will not necessarily decrease.
2. Work Flexibility has a positive and significant effect on Competency with an original sample value of 0.786 p value 0.000. This means that if work flexibility increases, competence will also increase and if it decreases, competence will also decrease.
3. Competency has a positive and significant effect on Job Satisfaction with an original sample value of 0.583 and a p value of 0.000. This means that if competence increases, job satisfaction will also increase, whereas if it decreases, job satisfaction will also decrease.
4. Work Environment has a positive and significant effect on Job Satisfaction with an original sample value of 0.193 and a p value of 0.016. This means that if the work environment improves well then satisfaction also increases well and if the work environment decreases then satisfaction also decreases.
5. Work Environment has a positive and significant effect on Competency with an original sample value of 0.165 and a p value of 0.016. This means that if the work environment increases, competence increases and if the work environment decreases, competence also decreases.

Table 6. Path Coefficients (Indirect Influence)

	Original Sample (O)	T Statistics (| O/STDEV |)	P Values	Results
Job Flexibility (X2) -> Competency (Z) -> Job Satisfaction (Y)	0.457	4,061	**0,000**	**Accepted**
Work Environment (X1) -> Competency (Z) -> Job Satisfaction (Y)	0.096	1,893	**0.029**	**Accepted**

1. Job Flexibility has a positive and significant indirect effect on Job Satisfaction through Job Satisfaction with a value of 0.457 and a p value of 0.000. This means that competence is an intervening variable because it can influence work flexibility on job satisfaction indirectly.

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2. Work Environment has a positive and significant indirect effect on Job Satisfaction through competency with an original sample value of 0.096 and a p value of 0.000. This means that competence is an intervening variable because it is able to directly influence the work environment on job satisfaction.

CLOSING

Conclusion

1. Work Flexibility has a positive and insignificant effect on Job Satisfaction with an original sample value of 0.161 and a p value of 0.154.
2. Work Flexibility has a positive and significant effect on Competency with an original sample value of 0.786 p value 0.000.
3. Competency has a positive and significant effect on Job Satisfaction with an original sample value of 0.583 and a p value of 0.000.
4. Work Environment has a positive and significant effect on Job Satisfaction with an original sample value of 0.193 and a p value of 0.016.
5. Work Environment has a positive and significant effect on Competency with an original sample value of 0.165 and a p value of 0.016.
6. Job Flexibility has a positive and significant indirect effect on Job Satisfaction through Job Satisfaction with a value of 0.457 and a p value of 0.000.
7. Work Environment has a positive and significant indirect effect on Job Satisfaction through competency with an original sample value of 0.096 and a p value of 0.000.

Suggestion

1. It is hoped that this research will be useful for organizations and will provide suggestions for organizations to be able to solve problems that exist in the organization.
2. It is hoped that this research will be useful for researchers as knowledge and as self-development.
3. It is hoped that this research can become reference material for new research and develop this research with the same or different models and titles.

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