THE EFFECT OF COMPETENCE, PROFESSIONALISM, AND WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE THROUGH WORK MOTIVATION AS AN INTERVENING VARIABLE AT NUSANET MEDAN

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Abstract

The purpose of this study is to examine and analyze the influence of competence, professionalism, and work environment on employee performance, as well as the role of motivation in mediating the influence of competence, professionalism, and work environment on employee performance at Nusanet Medan. This type of research is associative with a quantitative approach, and the sample in this study consists of 100 employees, using path analysis as the analytical technique. The results of this study indicate that competence, professionalism, and work environment each have a positive and significant influence on employee work motivation at Nusanet Medan. Additionally, these three factors also have a positive and significant influence on employee performance. Work motivation itself has a positive and significant influence on employee performance. Furthermore, work motivation significantly mediates the influence of competence, professionalism, and work environment on employee performance at Nusanet Medan.

Keywords: *Competence, Professionalism, Work Environment, Employee Performance, Work Motivation.*

INTRODUCTION

The success of a company is highly dependent on the existence of superior and quality human resources. Therefore, it is important to always pay attention to and manage human resources well in company operations in order to achieve the expected performance. This also applies to companies in the internet network sector, which is an industry that provides internet services to customers. Every internet network company must be able to provide extensive and even internet capacity in various regions, as well as provide optimal access speed limits. Therefore, internet network companies need to improve the quality of their human resources in order to be able to provide the best performance in carrying out all activities related to the provision of quality internet network services.

In a company, employee capabilities are reflected in optimal performance. The performance of employees is one of the capitals for the company to achieve its goals, including internet network companies. Especially in the current development of globalization, many internet companies are required to be able to maximize the performance of their employees, because internet network companies in Indonesia continue to experience very tight competition, so that each internet network company must appear superior to its competitors. One of the internet network companies that also feels this is Nusanet Medan. In order to be able to pay attention to employee performance, Nusanet Medan has been using a performance appraisal and employee development system for a long time, where Nusanet Medan management hopes that with the concept of comprehensive performance measurement, it can be known where the problems are and what factors affect the performance of Nusanet Medan employees, so that it can be further improved.

The decline in employee performance is caused by the management policy that increases the target from the previous year, so that each employee must always try hard to follow and implement the policy as well as possible, while there are still employees who do not have sufficient competence. This is also indicated by the low ability of employees, especially knowledge in their field of work, employee skills, and personality characteristics that directly affect their performance.

LITERATURE REVIEW
2.1. Competence

Competence is the ability required by a person to consistently deliver an adequate or high level of performance in a particular job function. Although in general usage these terms are often used interchangeably, it is necessary to distinguish between competent and competence (Bukit et al., 2017: 20). Competence refers to the explanation of the actions that a person performs in the workplace at various levels, detailing the standards associated with each level. This involves identifying the characteristics, knowledge, and skills required by individuals to carry out their duties and responsibilities effectively, thereby achieving professional standards in their work (Tsauri, 2013: 251).

2.2. Professionalism

A profession is a position or job that requires a high level of expertise or skills from its practitioners. As the main activity to earn income, a profession requires qualified expertise or competence. The origin of the word profession comes from the Latin "proffesio" which has two meanings, namely promise or pledge, and work. Broadly speaking, a profession can be interpreted as any activity carried out by anyone to earn a living, using certain skills or expertise. However, in a narrower sense, a profession refers to activities carried out based on certain expertise, and at the same time, demands its implementation based on applicable social norms properly (Masram & Mu'ah, 2017: 104).

2.3. Work Environment

The work environment is a condition where a good workplace includes physical and non-physical conditions that can provide a pleasant, safe, peaceful, comfortable feeling, and so on (Farida & Hartono, 2019: 10). The work environment is everything that is around workers/employees that can influence employee job satisfaction in carrying out their work so that maximum work results will be obtained, where in the work environment there are work facilities that support employees in completing the tasks assigned to employees in order to improve employee work in a company (Enny, 2019: 56).

2.4. Performance

Performance has become an important terminology or concept in various discussions, especially in driving the success of organizations and human resources. Performance will always be a current issue in organizations because whatever the organization, performance is the key to the effectiveness of organizational success. An effective or successful organization will be supported by quality human resources. The term performance comes from the word job performance or actual performance. Performance is the result of work in terms of quality and quantity achieved by employees in carrying out their duties in accordance with the responsibilities given to them (Indrasari, 2017: 50).

2.3. Work Motivation

Motivation is a process that encourages or influences someone to get or achieve what they want, either positively or negatively. Motivation will provide changes in someone that arise from feelings, souls and emotions so that they encourage them to take action because of their needs, desires and goals. Motivation can be a strength, energy or power, to move towards a certain goal, whether consciously or unconsciously (Mujanah, 2019: 165). Motivation is a concept we use to describe the forces acting on or within each individual that move and direct behavior. Motivation as a process that explains the intensity, direction, and persistence of an individual to achieve a goal (Tewal et al., 2017: 113).

2.4. Relationship between variables

The relationship between competence and work motivation is very important in creating a productive work environment and building high motivation among employees. Competence refers to the ability, knowledge, and skills possessed by an individual in carrying out their work tasks. When an employee has high competence, they tend to feel more confident and able to face complex tasks (Bukit et al., 2017: 23).

2.5. Relationship between Professionalism and Work Motivation

Professionalism refers to attitudes and behaviors that reflect integrity, responsibility, and high work ethics. The relationship between professionalism and work motivation is very close because professionalism creates a work environment that is conducive to high motivation. When an employee demonstrates professionalism, they tend to have a strong sense of responsibility for their work. They arrive on time, complete tasks efficiently, and interact with colleagues positively (Masram & Mu'ah, 2017: 110).

2.6. Relationship between Work Environment and Work Motivation

A positive and supportive work environment plays a crucial role in increasing work motivation. The work environment includes all aspects that affect the atmosphere in the workplace, including relationships between coworkers, leadership style, organizational culture, and physical conditions. When employees feel accepted and supported by coworkers and superiors, they tend to feel more motivated to work hard and contribute optimally (Enny, 2019: 60).

2.7. Relationship between Competence and Employee Performance

In order to achieve organizational goals and objectives with established performance standards, competency-based human resource development is required. The competencies possessed by each employee must be able to support the implementation of the organization's vision and mission through measurable strategic performance. Therefore, individual performance in the organization is key to increasing the overall productivity of the organization (Bukit et al., 2017: 19).

2.8. Conceptual Framework

The framework of thinking or conceptual framework is a conceptual model of how theory relates to various factors that have been identified as important problems (Sugiyono, 2021: 283). The conceptual framework in this study can be described as follows:

2.9. Research Hypothesis

A hypothesis is a temporary answer to the formulation of a research problem, which is formulated in the form of a question. In this case, the answer given is only theoretical and has not been supported by empirical facts obtained through data collection. Therefore, a hypothesis can be considered a theoretical prediction regarding the answer to the formulation of a research problem, but cannot yet be considered an empirical answer (Sugiyono, 2021: 64).

METHOD
3.1. Type of Research

This type of research is associative research with a quantitative approach. The associative research method is research that aims to determine the influence or relationship between two or more variables (Sugiyono, 2021: 13). The quantitative approach can be interpreted as a research method based on the philosophy of positivism. This method is generally applied to research on certain populations or samples. The sampling technique is carried out randomly, and data collection is carried out using research instruments. Data analysis carried out in the quantitative approach is quantitative or statistically based, with the aim of testing previously established hypotheses (Sugiyono, 2021: 8).

3.2. Research Data Sources

The data sources used in this study are primary data. Primary data is a source of data obtained or obtained directly by researchers from research sources or respondents (Sugiyono, 2021: 201). The form of primary data sources in this study is a questionnaire.

3.3. Data Collection Techniques

In accordance with the research data source, the data collection technique used in this study is a questionnaire. A questionnaire is a data collection technique by providing a set of questions to respondents to answer (Sugiyono, 2021: 142). In this study, the researcher will distribute the questionnaire directly to all research samples, namely Nusanet Medan employees.

3.4. Descriptive Analysis

Descriptive analysis is a statistical technique used to describe or summarize data that has been collected without intending to make conclusions that apply to the public or generalization. Descriptive statistics studies how to collect data and present data so that it is easy to understand. Descriptive statistics only deals with describing or providing information about data or conditions. Drawing conclusions in descriptive statistics is only aimed at existing data sets. Descriptive statistical analysis helps researchers to better understand the characteristics of the data that has been collected. This analysis helps researchers to identify data patterns and anomalies, and gain a better understanding of data variability.

3.5. Validity Test

Item validity test is used to test the extent to which an item measures the desired construct. Item validity is related to how accurately the item expresses what it actually wants to measure. Item validity can be confirmed if there is a significant correlation between the item and its total score, indicating that the item effectively supports the disclosure of the measured construct. These items are usually in the form of questions or statements that are conveyed to respondents through questionnaires, with the aim of extracting the desired information (Purnomo, 2016: 65).

3.6. Reliability Test

Reliability testing is used to evaluate the stability or consistency of a measuring instrument, which is generally a questionnaire. Research that uses a range scale such as the Likert scale 1-5, usually uses Cronbach's Alpha as one of the common methods used to measure reliability. The reliability test itself is considered a continuation of the validity test, where only valid items are accepted in the reliability analysis. As a reference, to determine whether an instrument is reliable or not, a value limit of 0.6 is used. Reliability values below 0.6 are considered low, reliability values between 0.6-0.7 are considered acceptable, and reliability values higher than 0.8 are considered very good (Purnomo, 2016: 79).

3.7. Normality Test

In the regression model, the normality test is used to evaluate whether the residual values generated from the regression have a normal distribution or not. A good regression model is one that has normally distributed residual values.

3.8. Multicollinearity Test

Multicollinearity occurs when there is a strong or near-perfect linear relationship between the independent variables in the regression model. This can be seen from the high correlation coefficient, even approaching a value of 1. A good regression model should not experience multicollinearity, that is, there is no perfect or near-perfect correlation between the independent variables (Purnomo, 2016: 116). One way to identify the presence of multicollinearity symptoms is to pay attention to the Variance Inflation Factor (VIF) and Tolerance values.

3.9. Heteroscedasticity Test

Heteroscedasticity refers to the uneven variation of residuals across observations in a regression model. A good regression model should not show any heteroscedasticity. There are several types of tests that can be used to detect heteroscedasticity, including Spearman's rho correlation coefficient test, observation of point patterns on regression graphs, Park test, and Glejser test (Purnomo, 2016: 125). In this study, the researcher chose to use the Glejser test as a heteroscedasticity test model.

RESULTS AND DISCUSSION
4.1. Respondent Characteristics

Table IV.1. Respondent Characteristics

Characteristics	Category	Amount	Percentage(%)
Gender	Man	53	53.0
	Woman	47	47.0
	Total	**100**	**100.0**
	20-25 Years	27	27.0

Age	26-30 Years	22	22.0
	31-35 Years	20	20.0
	> 40 Years	31	31.0
	Total	**100**	**100.0**
Education	Diploma	37	37.0
	Bachelor	26	26.0
	Master	37	37.0
	Total	**100**	**100.0**
Years of service	1-5 Years	58	58.0
	> 6 Years	42	42.0
	Total	**100**	**100.0**

Source: Data Processed with SPSS, 2024

Based on the table, it is known that in terms of gender, 53% of respondents are male, while the remaining 47% are female. This is because the proportion of interest in male employees has more adequate knowledge in applying the internet technology industry and is also more effective in completing these work tasks.

4.2. Validity Test Results

Table IV.2. Competency Validity Test Results

No.	Statement	r count	r table	Information
1	I have a strong motivation to achieve my work goals.	0.995	0.361	Valid
2	I feel motivated For dodo the job as best as possible.	0.940	0.361	Valid
3	I have personality traits that support me in carrying out work tasks.	0.937	0.361	Valid
4	I tend to show a positive attitude towards the work I do.	0.937	0.361	Valid
5	I have strong confidence in my ability to complete work tasks.	0.937	0.361	Valid
6	I have a positive view of myself as a professional at work.	0.940	0.361	Valid
7	I have adequate knowledge in my field of work.	0.940	0.361	Valid
8	I feel confident because of the knowledge I have to complete work tasks.	0.940	0.361	Valid
9	I have the relevant and necessary skills to perform the job duties.	0.937	0.361	Valid
10	I feel capable of applying my skillsI am effective in the work environment.	0.940	0.361	Valid

Source: Data Processed with SPSS, 2024

Based on the results of the validity test in Table IV.2, it can be seen that all statements have a calculated r value > r table, which means that all statements used in this research questionnaire are valid and can be used as research instruments to obtain research data.

4.3. Normality Test Results

Table IV.3. Normality Test Results

Equality	Asymp. Sig. (2-tailed)	Information	Status
I	0.141	> 0.05	Normal
II	0.200	> 0.05	Normal

Source: Data Processed with SPSS, 2024

Based on the results of the normality test in the table, it can be seen that the two equations used in this study have a normal data distribution with an Asymp. Sig. (2-tailed) value > 0.05. This means that the data obtained from the respondents in this study are normally distributed and can be used as an analysis model.

4.4. Results of the Determination Coefficient (R2)

Table IV.4. Results of the Determination Coefficient (R2)

Equality	R Square
I	0.202
II	0.366

Source: Data Processed with SPSS, 2024

Based on the results of the determination coefficient (R2) in the table, it can be seen that the R Square value in the first equation is 0.202, which means that in this study, competence, professionalism, and work environment have a contribution to work motivation of 20.2%, the remaining 79.8% is explained by other variables outside this study. The R Square value in the second equation is 0.366, which means that in this study, competence, professionalism, work environment, and work motivation have a contribution to employee performance of 36.6%, the remaining 63.4% is explained by other variables outside this study.

4.5. Model Test Results (F-Test)

Table IV. 5. Model Test Results (F-Test)

Equality	F	Sig.
I	8,106	0.001
II	13,735	0.001

Source: Data Processed with SPSS, 2024

Based on the results of the model test (F-test) in the table, it can be seen that in the first equation to obtain a specific F table value, the researcher refers to the F distribution table. The F table value of 2.47 shows that at a significance level of 0.05 with df1 = 4 and df2 = 96 the F table value taken from the table is 2.47. The results of the model test (F-test) obtained a calculated F value of 8.10> F table 2.47 with a significance value of 0.00 <0.05, which means that simultaneously competence, professionalism, and work environment have a positive and significant effect on work motivation.

In the second equation to obtain a specific F table value, the researcher refers to the F distribution table. The F table value of 2.31 shows that at a significance level of 0.05 with df1 = 5 and df2 = 95 the F table value taken from the table is 2.31. The results of the model test (F-test) obtained a calculated F value of 13.735> F table 2.31 with a significance value of 0.00 <0.05 which means that simultaneously competence, professionalism, work environment, and work motivation have a positive and significant effect on employee performance.

4.6. Path Analysis Results

Table IV.6. Path Analysis Results

Equality	Variables	Standardized Coefficients Beta
I	Competence	0.235
	Professionalism	0.249

	Work environment	0.309
II	Competence	0.207
	Professionalism	0.174
	Work environment	0.359
	Work motivation	0.264

Source: Data Processed with SPSS, 2024

Based on the results of the path analysis in Table IV.18, the following equation can be made:
1.   Y1 = 0.235 X1 + 0.249 X2 + 0.309
2.   Y2 = 0.207 X1 + 0.174 X2 + 0.359

4.7. Hypothesis Test Results

Table IV.7. Hypothesis Test Results

Equality	Variables	t	Sig.
I	Competence	2,574	0.012
	Professionalism	2,727	0.008
	Work environment	3,382	0.001
II	Competence	2,456	0.016
	Professionalism	2,047	0.043
	Work environment	4,149	0,000
	Work motivation	2,890	0.005

Source: Data Processed with SPSS, 2024

Based on the results of the hypothesis test in the table, it can be seen that in the first equation to obtain a specific t table value, the researcher refers to the t distribution table. The t table value of 1.660 indicates that at a significance level of 0.05 with df = 100 - 4 = 96 the t table value taken from the table is 1.660. The results of the hypothesis test of the first equation show that competence has a calculated t value of 2.574> t table 1.660 with a significance value of 0.01 <0.05, which means that in this study competence has a positive and significant effect on work motivation. Professionalism has a calculated t value of 2.727> t table 1.660 with a significance value of 0.00 <0.05, which means that in this study professionalism has a positive and significant effect on work motivation. The work environment has a calculated t value of 3.382 > t table 1.660 with a significance value of 0.00 < 0.05, which means that in this study the work environment has a positive and significant effect on work motivation.

4.8. Sobel Test Results

Table IV.8. Sobel Test Results

Test Statistics	P-Value
3,094	0.001

Source: Data Processed with Quantpsy.org

Based on the results of the Sobel test in the table, it can be seen that the calculated z value is 3.094> z table 1.661 with a significance value of 0.00 <0.05. These results indicate that work motivation mediates the influence between competence, professionalism, and work environment on employee performance significantly.

4.9. Total Influence

Table IV.9. Indirect Value Calculation

Independent Variables	Effect of X on Y1 (P2)	Influence of Y1 against Y2 (P3)	Indirect Influence (P2 x P3)
Competence	0.235	0.264	0.062
Professionalism	0.249	0.264	0.065
Work environment	0.309	0.264	0.081

Source: Data Processed by Researchers (2023)

Then, after obtaining the indirect influence value of each variable, the total influence of each variable can be calculated, which can be seen in Table IV.1.1.

Table IV.10. Calculation of Total Influence Value

Independent Variables	Direct Influence (P1)	Indirect Influence (P2 x P3)	Total Influence ((P1+(P2 x P3))	Information	Conclusion
Competence	0.207	0.062	0.269	(P2 x P3) > P1	Work motivation can mediate
Professionalism	0.174	0.065	0.239	(P2 x P3) > P1	Work motivation can mediate
Work environment	0.359	0.081	0.440	(P2 x P3) > P1	Work motivation can mediate

Source: Data Processed by Researchers (2023)

DISCUSSION

1. **The Influence of Competence on Employee Work Motivation at Nusanet Medan**
   The results of this study indicate that competence has a positive and significant effect on employee work motivation at Nusanet Medan or PT Media Antar Nusa. This is concluded based on the results of the hypothesis test with a t-count value of 2.574> t table 1.660 with a significance value of 0.01 <0.05. When employees have high competence, they tend to feel more confident in completing the tasks given. This self-confidence can be a trigger for motivation, because employees feel able to make a meaningful contribution to the success of the company.

2. **The Influence of Professionalism on Employee Work Motivation at Nusanet Medan**
   The results of this study indicate that professionalism has a positive and significant effect on employee work motivation at Nusanet Medan or PT Media Antar Nusa. This is concluded based on the results of the hypothesis test with a t-count value of 2.727> t table 1.660 with a significance value of 0.00 <0.05. When the work environment is filled with high professional standards, employees tend to feel appreciated and recognized for their contributions. The existence of a strong work ethic also creates a positive and supportive work atmosphere, which can motivate employees to give their best in their tasks. Professionalism also includes aspects of responsibility and discipline, which can form good work habits and increase efficiency.

3. **The Influence of the Work Environment on Employee Work Motivation at Nusanet Medan**

   The results of this study indicate that the work environment has a positive and significant effect on employee work motivation at Nusanet Medan or PT Media Antar Nusa. This is concluded based on the results of the hypothesis test with a t-count value of 3.382> t table 1.660 with a significance value of 0.00 <0.05. A supportive, diverse, and inclusive work atmosphere tends to create a high sense of involvement and attachment among employees. When employees feel appreciated, supported, and have good relationships with coworkers, they are more motivated to give their best contribution.

4. **The Influence of Competence on Employee Performance at Nusanet Medan**

   The results of this study indicate that competence has a positive and significant effect on employee performance at Nusanet Medan or PT Media Antar Nusa. This is concluded based on the results of the hypothesis test with a t-count value of 2.456> t table 1.661 with a significance value of 0.01 <0.05. When employees have a high level of competence, they tend to be more able to complete tasks effectively and efficiently. Competence that includes knowledge, skills, and in-depth understanding of each job, provides a solid foundation for superior performance.

5. **Work Motivation Mediates the Influence of Work Environment on Employee Performance at Nusanet Medan**

   The results of this study indicate that work motivation mediates the influence between the work environment and employee performance significantly at Nusanet Medan or PT Media Antar Nusa. This is concluded based on the results of the Sobel test with a calculated z value of 3.094> z table 1.661 with a significance value of 0.00 <0.05. Work motivation plays a significant role as a mediator between the work environment and employee performance at Nusanet Medan or PT Media Antar Nusa.

CONCLUSION

Based on the results of this study, the following conclusions can be drawn:

1. Competence has a positive and significant influence on employee work motivation at Nusanet Medan.
2. Professionalism has a positive and significant influence on employee work motivation at Nusanet Medan.
3. Environment Work influential positive And significant on employee work motivation at Nusanet Medan.
4. Competence has a positive and significant influence on employee performance at Nusanet Medan.
5. Professionalism has a positive and significant influence on employee performance at Nusanet Medan.
6. The work environment has a positive and significant influence on employee performance at Nusanet Medan.
7. Work motivation has a positive and significant effect on employee performance at Nusanet Medan.
8. Work motivation significantly mediates the influence of competence on employee performance at Nusanet Medan.
9. Work motivation significantly mediates the influence of professionalism on employee performance at Nusanet Medan.
10. Work motivation significantly mediates the influence of the work environment on employee performance at Nusanet Medan.

SUGGESTIONS

Based on the results of this study, the following suggestions can be provided for related parties:

1. Employee competence plays a very important role in increasing work motivation at Nusanet Medan. By having adequate skills and knowledge, employees can feel more confident and motivated to achieve their goals. Competency training and development can also provide positive encouragement for a sense of self-achievement, strengthen employee intrinsic motivation, and overall increase productivity.
2. Professionalism in the workplace has a positive and significant impact on employee motivation at Nusanet Medan. A professional attitude creates a stable and positive work environment, where employees feel valued and recognized for their contributions. This can increase intrinsic motivation, as employees feel they have an

important role in achieving the company's vision and mission. Maintaining a high level of professionalism also creates trust between employees, which can strengthen mutual motivation in achieving common goals.

3. A positive and supportive work environment plays a major role in enhancing employee motivation at Nusanet Medan. A fun, inclusive, and collaborative workplace can provide a positive boost to employees' intrinsic motivation. Open communication, teamwork, and support from superiors create an atmosphere that motivates employees to give their best. These factors together create a work environment that strengthens motivation and triggers better performance.

4. Employee competency has a positive and significant impact on performance at Nusanet Medan. By having superior skills and in-depth knowledge, employees can be more effective in carrying out their tasks. Mastery of competency helps to overcome work challenges better, which in turn improves the quality of work results. Investment in employee competency development can be a strategic step to improve overall performance in the organization.

5. Employee professionalism has a positive and significant impact on performance at Nusanet Medan. A professional attitude creates a work culture that focuses on work ethics, responsibility, and dedication to work. Employees who maintain professionalism tend to have high work standards, make greater contributions, and maintain integrity in every aspect of their work. Therefore, promoting and supporting professionalism in the workplace can improve individual and overall organizational performance.

6. A positive and supportive work environment has a positive and significant impact on employee performance at Nusanet Medan. A pleasant work atmosphere, where employees feel appreciated and supported, can increase morale and productivity. Good collaboration between teams, support from coworkers, and effective communication create the foundation for optimal performance. Therefore, creating and maintaining a positive work environment can be a key factor in achieving high performance in an organization.

7. Work motivation has a positive and significant influence on employee performance at Nusanet Medan. Motivated employees tend to be more focused, persistent, and committed to achieving their goals. Intrinsic and extrinsic motivation can trigger proactive initiative, creativity, and enthusiasm in completing tasks. Therefore, management that can understand and motivate employee needs can lead to continuous performance improvement. Work motivation plays a significant mediation role between employee competence and performance at Nusanet Medan. With increased competence, employees tend to feel more capable and confident in facing their tasks, which can further increase intrinsic motivation. This motivation then becomes the main driver behind increased performance, creating a causal relationship between competence and performance through work motivation. Work motivation also plays a significant mediation role between employee professionalism and performance at Nusanet Medan. High professionalism can provide a positive boost to a sense of responsibility and pride in work, which in turn increases intrinsic motivation. Intrinsically motivated employees tend to show better performance, linking the relationship between professionalism and performance through work motivation. Work motivation also mediates the influence of the work environment on employee performance at Nusanet Medan. A positive and supportive work environment can create conditions that trigger employee intrinsic motivation. A sense of support, trust, and involvement in a team can be a powerful driver for optimal performance. Therefore, through work motivation, a good work environment can make a significant contribution to improving overall employee performance.

8. Further researchers can expand the scope of the study by involving other variables that also have an influence on employee work motivation and performance at Nusanet Medan. For example, factors such as job satisfaction, organizational communication, and reward systems can be interesting areas for further investigation. Thus, further research can provide a more comprehensive understanding of the factors that influence employee work motivation and performance at the company.

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