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Competence, Work Motivation, Job Satisfaction, and Compensation Improve Employee Performance Outcomes

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Abstract

In the current era of globalization, companies need employees with high work competence that aligns with the demands of the times. Furthermore, competence, work motivation, job satisfaction, and compensation significantly influence improvements in employee performance. Employee performance is a crucial factor in supporting organizational effectiveness and achieving company objectives. This study aims to determine the influence of competence, work motivation, job satisfaction, and compensation on employee performance. The study used a quantitative design and included the entire workforce of 100 employees. A census sampling method was employed, with data collected through a closed-ended questionnaire and analyzed using SPSS. The results indicate that competence, work motivation, job satisfaction, and compensation, both individually and simultaneously, have an impact on employee performance. These findings conclude that strengthening employee competence, motivation, satisfaction, and appropriate compensation is important for improving employee performance. The study implies that company management should develop integrated human resource strategies through competency development, motivational support, job satisfaction enhancement, and fair compensation policies.

Keywords

Compensation, Competence, Employee Performance, Job Satisfaction, Work Motivation.

1. Introduction

Employee performance is a critical determinant of organizational effectiveness because it reflects how much employees contribute to achieving organizational goals. Companies therefore need to evaluate employee performance not only to ensure that work meets established standards but also to provide a basis for employee development, promotion, transfer, or demotion (Kasnaeny, 2015). Effective human resource management consequently requires organizations to identify and manage factors that can improve employee performance (Hakim, 2014). This issue is particularly relevant in increasingly competitive business environments, where organizations depend on competent, motivated, satisfied, and appropriately rewarded employees to sustain performance.

One important factor associated with employee performance is work competence. Organizations require competent and professional human resources whose knowledge, skills, and abilities correspond to their responsibilities and support the implementation of organizational strategies (Priansa, 2014). Competence has a causal relationship with performance, meaning that improvements in employee competence can contribute to improved work outcomes (Moeheriono & Si, 2012). In addition, work motivation plays an important role because employees with higher motivation tend to demonstrate greater effort and achievement, whereas low motivation can contribute to lower performance (Mangkunegara, 2010). Motivation affects performance, although it is not the only determinant, because employee behavior is also influenced by individual needs and organizational conditions (Wibowo, 2016). Maslow's hierarchy of needs further explains that physiological, safety, social, and self-actualization needs can stimulate employee behavior.

Another relevant factor is job satisfaction, which reflects employees' positive or negative feelings toward their work and work environment (Moeheriono & Si, 2012). Satisfied employees may show stronger motivation, commitment, and engagement, which can encourage continuous performance improvement (Sinambela, 2016). Conversely, low motivation and job satisfaction may reduce employees' contributions and ultimately affect organizational outcomes. Compensation is also important because employees generally expect appropriate rewards in return for their contributions and achievements. Management can therefore use compensation to encourage achievement, motivate employees, and improve performance (Widyaningrum, 2019).

Previous studies provide empirical evidence regarding these relationships. Aulia et al. (2024) found that competence influences employee performance, while Krisnawati and Bagia (2021) reported a positive and significant effect of work competence on employee performance. Regarding motivation, Musyawwir et al. (2021) found that work motivation influenced employee performance, while Ibrahim and Brobbey (2015) identified motivation and several organizational factors as determinants of employee performance. Job satisfaction has also been associated with employee performance (Dizgah et al., 2012; Sutjitra, 2015). Furthermore, Hati and Brahmana (2016) demonstrated that financial compensation affects work motivation and employee performance, while Reddy (2020) emphasized the importance of appropriate compensation in motivating employees and improving organizational productivity.

Despite these findings, a research gap remains because previous studies generally examine competence, motivation, job satisfaction, or compensation separately or within different organizational and institutional contexts. The combined influence of these four factors on employee performance in a private-company context, particularly at PT Surya Satria Timur Banjarmasin, remains insufficiently examined. This study addresses that gap by simultaneously examining work competence, work motivation, job satisfaction, and compensation as factors influencing employee

performance. The novelty lies in integrating these four human resource variables into one empirical model within the specific organizational context of PT Surya Satria Timur Banjarmasin, providing a more comprehensive perspective on the factors associated with employee performance.

Based on this background, this study aims to analyze the influence of work competence, work motivation, job satisfaction, and compensation on employee performance, both individually and simultaneously, among employees of PT Surya Satria Timur Banjarmasin. The study is expected to contribute empirical evidence to the human resource management literature regarding the combined role of these factors in explaining employee performance. Practically, the findings may also provide management with considerations for developing employee competencies, strengthening motivation, improving job satisfaction, and designing appropriate compensation policies to support better employee performance.

2. Literature Review and Hypothesis Development

2.1. Work Competence on Employee Performance

Competence comprises knowledge, skills, and behavioral attributes that enable individuals to perform their responsibilities effectively within an organization. Widyaningrum (2019) explains that competence encompasses the knowledge, skills, and internal capabilities that enable individuals to perform tasks based on their abilities. Similarly, Wibowo (2011) describes competence as an individual's ability to perform work satisfactorily and apply knowledge and skills across different situations, while Moeheriono and Si (2012) link competence to individual characteristics that underlie effective performance according to established criteria. Competence can be categorized into core, generic, and role-specific competencies, depending on whether the capabilities are required across the organization, within similar types of work, or for specific roles and tasks.

Competence is generally measured through knowledge, skills, and attitudes. Knowledge is acquired through education, training, and courses; skills reflect the ability to perform tasks and solve work-related problems; while attitudes concern employees' positive orientation and appropriate behavior in carrying out their responsibilities (Edison et al., 2017). Competent employees are therefore better equipped to perform their duties, make appropriate decisions, and contribute to organizational objectives. Priansa (2014) emphasizes that employee competence and performance are closely connected because organizational strategies require human resources with appropriate knowledge, skills, and capabilities. Competence can also be strengthened through experience, particularly through activities involving communication, problem-solving, coordination, and organizational interaction (Yulianty et al., 2021). Krisnawati and Bagia (2021) and Surtiani et al. (2022) support the relationship between competence and performance, finding that work competence has a positive and significant effect on employee performance. This indicates that stronger competence can support employees in performing their responsibilities more effectively and achieving better work outcomes.

H1: Work competence has a positive and significant effect on employee performance.

2.2. Work Motivation on Employee Performance

Work motivation refers to the factors within an individual that encourage and direct behavior toward achieving specific goals. Tewal et al. (2017) explain that motivation involves the interaction of needs, drives, goals, and rewards, while also representing the forces that initiate and direct individual behavior. They further describe motivation as a process that determines the intensity, direction, and persistence of an individual's efforts toward goal attainment. Thus, work motivation

reflects not only employees' willingness to work but also the intensity and consistency of their efforts in completing organizational responsibilities and achieving expected outcomes (Norkhalisah et al., 2024).

Motivation can be strengthened of fulfilling esteem needs, including achievement, recognition of expertise, and appreciation for employees' contributions. Sunyoto (2012) explains that rewards can increase employees' enthusiasm for work, particularly when accompanied by greater responsibilities and broader authority. Appropriate recognition and rewards may therefore encourage employees to maintain their efforts, develop greater commitment to their duties, and improve their work outcomes. When employees feel that their efforts are recognized and supported, they may be more willing to devote greater energy to accomplishing organizational tasks. Ikhsan and Supartha (2023) support this relationship, finding that work motivation has a positive and significant effect on employee performance. These findings indicate that stronger work motivation can encourage employees to put more effort into completing their responsibilities, maintaining consistency, and achieving organizational goals.

H2: Work motivation has a positive and significant effect on employee performance.

2.3. Job Satisfaction and Compensation on Employee Performance

Job satisfaction refers to employees' positive or negative perceptions, feelings, and attitudes toward their work and workplace. Afandi (2018) explains that job satisfaction represents a positive attitude reflected through employees' feelings and behaviors toward their work, particularly when they perceive that their important work values have been fulfilled. Similarly, Setyadi (2021) defines job satisfaction as a positive feeling toward a job that results from an individual's evaluation of its characteristics. Prabandari et al. (2025) found that job satisfaction positively and significantly influences employee performance. This perspective indicates that job satisfaction is not limited to emotional responses but also reflects employees' evaluations of how well their work meets their expectations, needs, and values.

Job satisfaction can therefore be understood as an employee's overall evaluation of their work experience, including the extent to which they feel comfortable, valued, and appreciated in performing their responsibilities. Higher satisfaction may encourage employees to develop more positive attitudes toward their duties, maintain commitment to organizational objectives, and demonstrate greater willingness to complete their tasks effectively (Jannah, 2018; Haris et al., 2023). Conversely, dissatisfaction may reduce positive work attitudes and potentially affect how employees perform their responsibilities. In this context, job satisfaction becomes an important factor in understanding employee performance because employees who perceive their work positively may be more engaged in carrying out their duties. Fithriana and Adi (2020) and Prahawan and Dibyantoro (2023) further show that compensation has a positive and significant effect on employee performance, indicating that employment-related conditions and organizational rewards can shape how employees evaluate and respond to their work.

H3: Job satisfaction has a positive and significant effect on employee performance.

H4: Compensation has a positive and significant effect on employee performance.

2.4. Simultaneous Effect on Employee Performance

Developing employee performance is essential for organizational progress and competitiveness because achieving organizational goals depends heavily on the quality of human resources (Waloyo, 2021). Employee performance refers to the work achievements or outcomes produced by an individual in carrying out assigned

duties and responsibilities according to established standards, targets, or agreements (Edison et al., 2017; Waloyo, 2021). Robbins and Judge (2008) define employee performance as the quantitative and qualitative results achieved by individuals in accordance with their authority and responsibilities, while performance information can also support managerial decisions and strategies to prevent performance decline (Moeheriono & Si, 2012). Performance therefore reflects not only the final work outcomes but also the execution of tasks and activities that can be demonstrated and measured against predetermined standards.

Performance measurement is an important managerial process because it enables organizations to monitor work plans, evaluate their implementation, and take corrective actions when necessary. Objective performance measurement requires criteria that are relevant, reliable, and capable of distinguishing differences in performance (Triton, 2009). Employee performance can be assessed through several dimensions, including work quantity, work quality, independence, initiative, adaptability, and cooperation. Work quantity concerns productivity and work volume, while work quality relates to accuracy, precision, neatness, and completeness. Independence reflects task autonomy and commitment, initiative involves flexibility and responsibility, adaptability concerns the ability to respond to changing conditions, and cooperation reflects the ability to work collaboratively in completing tasks (Priansa, 2014). These dimensions provide a comprehensive basis for evaluating employee performance. Previous research also shows that work motivation, competence, compensation, and employee satisfaction significantly influence employee performance (Tjahjono & Sukiman, 2022).

H5: Work competence, work motivation, job satisfaction, and compensation simultaneously have a positive and significant effect on employee performance.

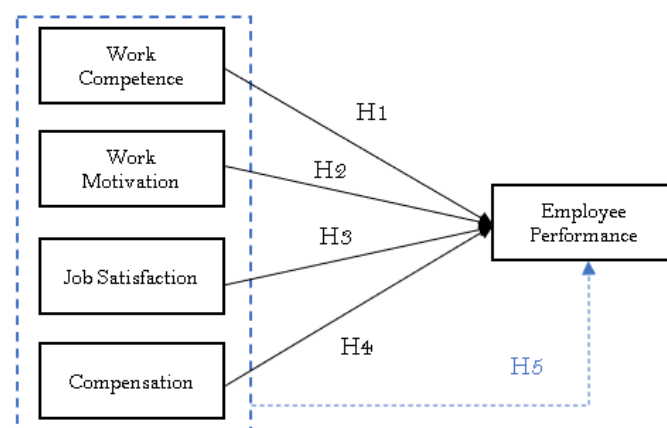


Figure 1. Research Framework

Figure 1 illustrates the conceptual framework examining the relationships between work competence, work motivation, job satisfaction, and compensation and employee performance. These four independent variables are expected to influence employee performance, while the model also considers the moderating role of compensation in this relationship. The framework highlights the importance of employees' competencies, motivation, job satisfaction, and compensation in understanding variations in employee performance.

3. Methods

This study employed a quantitative explanatory research design using a survey approach to examine the causal relationships between work competence, work motivation, job satisfaction, compensation, and employee performance at PT Surya

Satria Timur Banjarmasin. The study specifically examined the partial and simultaneous effects of work competence, work motivation, job satisfaction, and compensation on employee performance. The study examined five variables of employee performance (Y) as the dependent variable and work competence (X1), work motivation (X2), job satisfaction (X3), and compensation (X4) as the independent variables.

The study population comprised all employees of PT Surya Satria Timur Banjarmasin, totaling 100 employees. A census sampling method was applied because the entire population was included as the research sample. Thus, all 100 employees participated as respondents. Primary quantitative data were collected directly from respondents using a closed-ended questionnaire. The questionnaire employed a five-point Likert scale, ranging from strongly disagree to strongly agree, to measure respondents' perceptions of each variable. Data collection was conducted by distributing the questionnaire to all employees, after which the completed responses were collected and prepared for statistical analysis.

The measurement indicators were developed to represent the main aspects of each research variable. Work competence was measured through work knowledge, task knowledge, job-related skills, problem-solving ability, work ethics, friendliness, and politeness. Work motivation covered efforts to achieve positions, accomplishments, rewards, recognition, responsibility, targets, and success. Job satisfaction was measured through satisfaction with salary, timely payment, fair promotion, promotion based on ability and performance, communication with supervisors, supervisor appreciation, cooperation with colleagues, information sharing, and alignment between work and employee skills. Compensation included salary, allowances, bonuses, promotions, work equipment, and performance-based rewards. Employee performance was measured through target achievement, work completion, adherence to standards, work commitment, customer service, timeliness, and cooperation with colleagues and external parties.

The research instrument was tested through validity and reliability testing before conducting the main analysis. Validity was assessed using the Corrected Item-Total Correlation, with items considered valid when the correlation exceeded 0.396. Reliability was evaluated using Cronbach's Alpha, with values above 0.60 considered acceptable. The results showed that all questionnaire items met the validity criterion and that all variables demonstrated adequate reliability.

Data analysis was performed using SPSS (Nugroho, 2005). Descriptive analysis described the research data using frequency distributions and mean scores, as recommended by Sanusi (2014). Classical assumption tests consisted of normality, multicollinearity, and heteroscedasticity tests. The study then conducted multiple linear regression analysis to examine the effects of the independent variables on employee performance. Hypothesis testing employed the t-test to assess partial effects and the F-test to assess simultaneous effects. In addition, the coefficient of determination (R^2) was examined to determine the proportion of variation in employee performance explained by the independent variables.

4. Results

The validity test results for this research questionnaire indicate that every item across all research variables met the established criteria; specifically, the Corrected Item-Total Correlation values exceeded 0.396 ($n=100$), thereby satisfying validity requirements. Consequently, all items about the variables of competence, work motivation, job satisfaction, compensation, and performance were deemed valid. Regarding reliability, the criteria required a Cronbach's Alpha value greater than 0.60. The reliability test results demonstrated that the measures for competence, work motivation, job satisfaction, compensation, and performance were reliable, as all exhibited Cronbach's Alpha values exceeding 0.60.

The classical assumption tests conducted as part of the regression analysis indicate that the research data are normally distributed; the P-P plot shows data points clustering around the straight line. Furthermore, the variables competence, work motivation, job satisfaction, and compensation show no signs of multicollinearity. Meanwhile, the heteroscedasticity test results from the SPSS regression analysis output reveal a scatter plot indicating the absence of heteroscedasticity.

Table 1. Validity and Reliability Test

Variable	Item	Corrected Item-Total Correlation	Reliability	Information
Work Competence (X1)	X1.1	0.489	0.817	Valid and Reliable
	X1.2	0.572		
	X1.3	0.653		
	X1.4	0.560		
	X1.5	0.626		
	X1.6	0.602		
	X1.7	0.452		
Work Motivation (X2)	X2.1	0.447	0.868	Valid and Reliable
	X2.2	0.508		
	X2.3	0.624		
	X2.4	0.495		
	X2.5	0.614		
	X2.6	0.477		
	X2.7	0.716		
	X2.8	0.698		
	X2.9	0.530		
	X2.10	0.846		
Job Satisfaction (X3)	X3.1	0.411	0.830	Valid and Reliable
	X3.2	0.659		
	X3.3	0.485		
	X3.4	0.618		
	X3.5	0.565		
	X3.6	0.492		
	X3.7	0.561		
	X3.8	0.590		
	X3.9	0.587		
Compensation (X4)	X4.1	0.399	0.738	Valid and Reliable
	X4.2	0.553		
	X4.3	0.453		
	X4.4	0.474		
	X4.5	0.528		
	X4.6	0.493		
Employee Performance (Y)	Y.1	0.577	0.822	Valid and Reliable
	Y.2	0.645		
	Y.3	0.562		
	Y.4	0.478		
	Y.5	0.593		
	Y.6	0.618		
	Y.7	0.553		
	Y.8	0.519		

As presented in Table 1, the validity test shows that all questionnaire items for work competence, work motivation, job satisfaction, compensation, and employee performance are valid. The Corrected Item-Total Correlation values for all items exceed the criterion of 0.396, indicating adequate consistency between each item and its respective construct. The values range from 0.399 to 0.846, with the highest value

found for item X2.10. Therefore, none of the questionnaire items required elimination based on the validity test. These results confirm that the questionnaire items were appropriate for measuring the variables examined in this study.

The reliability test indicates that all research variables meet the required reliability criterion. The Cronbach's Alpha values range from 0.738 to 0.868, exceeding the minimum threshold of 0.60 for all variables. Work motivation has the highest reliability, while compensation has the lowest, though it remains above the required criterion. These results indicate that the questionnaire items consistently measure their respective constructs. Therefore, all instruments are reliable and suitable for further analysis.

Table 2. Descriptive Analysis

Variable	Indicator	Mean
Work Competence (X1)	X1.1	4.2
	X1.2	4.0
	X1.3	3.9
	X1.4	4.2
	X1.5	3.9
	X1.6	4.2
	X1.7	3.9
Work Motivation (X2)	X2.1	4.1
	X2.2	4.0
	X2.3	4.2
	X2.4	3.9
	X2.5	3.9
	X2.6	4.4
	X2.7	4.0
	X2.8	4.0
	X2.9	4.4
	X2.10	4.0
Job Satisfaction (X3)	X3.1	4.0
	X3.2	4.2
	X3.3	4.0
	X3.4	4.0
	X3.5	3.8
	X3.6	3.8
	X3.7	4.3
	X3.8	4.3
Compensation (X4)	X3.9	4.3
	X4.1	3.8
	X4.2	4.0
	X4.3	4.2
	X4.4	3.9
	X4.5	3.9
Employee Performance (Y)	X4.6	4.3
	Y.1	4.1
	Y.2	4.2
	Y.3	4.0
	Y.4	3.9
	Y.5	4.4
	Y.6	4.0
	Y.7	4.3
	Y.8	3.8

As shown in Table 2, all research variables have relatively high mean scores across their respective indicators. Work competence ranges from 3.9 to 4.2, work motivation from 3.9 to 4.4, job satisfaction from 3.8 to 4.3, compensation from 3.8 to

4.3, and employee performance from 3.8 to 4.4. The highest means are recorded by X2.6, X2.9, and Y.5 at 4.4, while the lowest are X3.5, X3.6, X4.1, and Y.8 at 3.8.

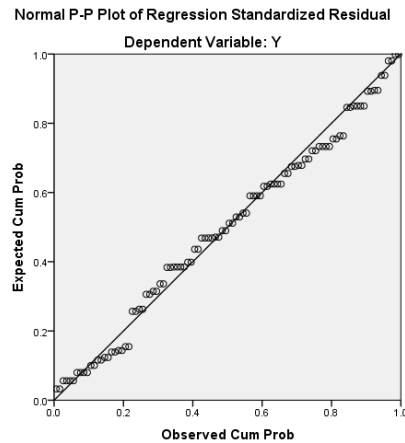


Figure 2. Normality Test

Figure 2 shows that the points are closely distributed around the diagonal line, with only minor deviations at several points. This indicates that the observed residuals are approximately consistent with the expected normal distribution. Therefore, the regression model satisfies the normality assumption, indicating that the residuals are normally distributed.

Table 3. Multicollinearity Test

Variable	Tolerance	VIF
Work Competence (X1)	0.154	6.489
Work Motivation (X2)	0.319	3.136
Job Satisfaction (X3)	0.174	5.755
Compensation (X4)	0.342	2.923

As shown in Table 3, all variables meet the multicollinearity criteria, with tolerance values above 0.10 and VIF values below 10. The tolerance values range from 0.154 to 0.342, while VIF values range from 2.923 to 6.489. Thus, work competence, work motivation, job satisfaction, and compensation do not exhibit multicollinearity.

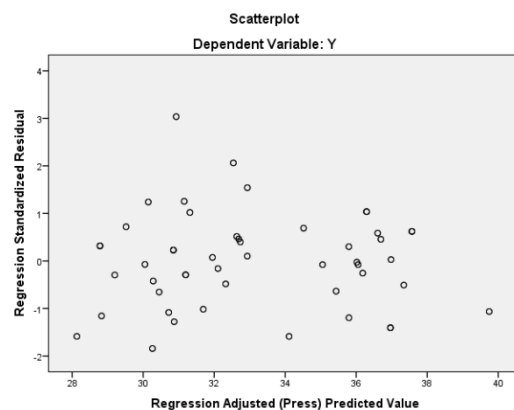


Figure 3. Heteroscedasticity Test

Figure 3 presents a scatterplot of standardized residuals against regression-adjusted predicted values. The points are randomly distributed around the zero line without forming a clear funnel or systematic pattern. The spread of residuals appears

relatively consistent across the range of predicted values, indicating that the variance of the residuals is relatively constant. Therefore, the regression model shows no evidence of heteroscedasticity and satisfies the homoscedasticity assumption.

Table 4. Coefficient of Determination

Model	Value
R	0.978
R Square	0.957
Adjusted R Square	0.955
Std. Error of the Estimate	0.64657

As shown in Table 4, the R value of 0.978 indicates a strong relationship between the independent variables and employee performance. The R-squared value of 0.957 means that work competence, work motivation, job satisfaction, and compensation explain 95.7% of the variation in employee performance. The adjusted R-Square of 0.955 further indicates that the model remains highly explanatory after adjustment. The remaining 4.3% is explained by other factors not included in this study.

Table 5. Multiple Linear Regression

Variable	B	Std. Error	Beta	t	Sig.	Description
Constant	-1.956	0.774	—	-2.528	0.013	—
Work Competence (X1)	0.360	0.067	0.291	5.368	0.000	Significant
Work Motivation (X2)	0.319	0.029	0.415	11.019	0.000	Significant
Job Satisfaction (X3)	0.211	0.047	0.229	4.494	0.000	Significant
Compensation (X4)	0.152	0.046	0.120	3.292	0.001	Significant

As shown in Table 5, work competence has a positive and significant effect on employee performance, with a coefficient of 0.360, t-value of 5.368, and significance of $0.000 < 0.05$. Work motivation also has a positive and significant effect, with a coefficient of 0.319, t-value of 11.019, and significance of $0.000 < 0.05$. These results indicate that stronger employee competence and motivation are associated with higher employee performance.

Job satisfaction has a positive and significant effect on employee performance, with a coefficient of 0.211, t-value of 4.494, and significance of $0.000 < 0.05$. Compensation also shows a positive and significant effect, with a coefficient of 0.152, t-value of 3.292, and significance of $0.001 < 0.05$. Thus, work competence, work motivation, job satisfaction, and compensation each have a significant partial effect on employee performance, supporting all proposed hypotheses.

Table 6. Simultaneous F-Test

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	882.845	4	220.711	527.954	0.000
Residual	39.715	95	0.418	—	—
Total	922.560	99	—	—	—

As shown in Table 6, the simultaneous test indicates that work competence, work motivation, job satisfaction, and compensation jointly have a significant effect on employee performance. The calculated F-value of 527.954 exceeds the F-table value of 2.45, while the significance value of $0.000 < 0.05$. These results confirm that the four independent variables collectively contribute significantly to employee performance. Therefore, the hypothesis stating that work competence, work motivation, job satisfaction, and compensation simultaneously affect employee performance is supported.

5. Discussion

The findings show that competence, work motivation, job satisfaction, and compensation each have a positive and significant effect on employee performance, both individually and simultaneously. This indicates that employee performance at PT Surya Satria Timur Banjarmasin is shaped not only by employees' capabilities but also by their motivation, satisfaction with their work, and the rewards they receive. Together, these findings provide a more comprehensive explanation of the factors supporting employee performance.

Competence was found to significantly influence employee performance, indicating that employees with stronger knowledge, skills, and attitudes are better able to perform their responsibilities effectively. This finding is consistent with Priansa (2014), who emphasizes that employee competence should support the organizational performance system and the achievement of strategic objectives. Moeheriono and Si (2012) similarly describe competence as an individual characteristic associated with effective job performance. The finding is also consistent with Kadir (2018) and Krisnawati and Bagia (2021), who found that competence has a positive relationship with employee performance. Muslimah (2016) further demonstrated that knowledge and skills contribute to employee performance, reinforcing the importance of employee capabilities in achieving work outcomes.

Work motivation also has a significant effect on employee performance. This result indicates that employees who possess stronger motivation are more likely to direct their effort and abilities toward achieving organizational goals. Wibowo (2016) explains that motivation affects performance, although it is not the only factor determining employee behavior, while Sunyoto (2012) emphasizes that motivation encourages employees to work with greater enthusiasm. This finding is consistent with Wahyudi (2020) and is supported by Musyawwir et al. (2021) and Husnah (2022), who similarly found a relationship between work motivation and employee performance.

Job satisfaction was likewise found to have a positive and significant effect on employee performance. This finding suggests that positive feelings toward one's work and work environment can encourage employees to perform their responsibilities more effectively. Moeheriono and Si (2012) and Setyadi (2021) associate job satisfaction with employees' positive feelings toward their work and their resulting work outcomes, while Sinambela (2016) links satisfaction with motivation, organizational commitment, and employee engagement. The present finding is consistent with Dizgah et al. (2012), Sutjitra (2015), and Paparang et al. (2021). It is also supported by Sari and Prasetyo (2024), Wirya et al. (2020), Afriyeni and Kurnia (2022), Hidayat and Agustina (2020a), and Hariyanto et al. (2025), who reported positive relationships between job satisfaction and employee performance.

Compensation also significantly influences employee performance, suggesting that appropriate and fair rewards can encourage employees to improve their contributions. Edison et al. (2017) explain compensation as a reward received in return for employees' contributions, while Priyono (2016) emphasizes the importance of fairness and adequacy in reward systems. This finding is consistent with Wibowo (2016), Widyaningrum (2019), and Irmayani (2022), as well as Blazovich (2013), Hati and Brahmana (2016), Dwianto et al. (2019), Reddy (2020), Hernilawati et al. (2021), and Reddy and Santosh (2021). However, Hameed et al. (2014) reported that certain forms of compensation could have a negative effect on performance, suggesting that the effectiveness of compensation may depend on how rewards are structured and perceived. The simultaneous finding is consistent with Hidayat and Agustina (2020b), who found that competence, motivation, job satisfaction, and compensation collectively contribute to employee performance. The findings reinforce the view that employee performance is influenced by the

interaction of employee capabilities, internal work motivation, positive work experiences, and appropriate compensation.

6. Conclusion

Based on the data analysis and discussion, this study concludes that work competence, work motivation, job satisfaction, and compensation each have a positive and significant partial effect on employee performance at PT Surya Satria Timur Banjarmasin. Furthermore, these four factors simultaneously have a significant effect on employee performance, demonstrating that employee performance is associated with a combination of individual capabilities, motivational conditions, satisfaction with work, and compensation received. These findings imply that improving employee performance requires an integrated approach rather than focusing on a single factor. In practice, the company can strengthen employee competence through training and development, maintain work motivation through appropriate recognition and support, create conditions that promote job satisfaction, and ensure that compensation is aligned with employees' responsibilities and contributions. Such efforts can help create conditions that support consistent employee performance and organizational effectiveness.

This study has several limitations. First, the research was conducted only at PT Surya Satria Timur Banjarmasin, so the findings may not be directly generalizable to employees in other companies, industries, or geographical areas. Second, the study employed a cross-sectional approach, meaning that the data represent employee conditions at a particular point in time and do not capture changes in perceptions or performance over time. Future research could therefore involve larger and more diverse samples across different organizations and regions. Further studies could also incorporate other variables, such as leadership style, organizational culture, work environment, employee engagement, or career development, to provide a broader understanding of the factors associated with employee performance.

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