



The Influence of Motivation, Work Environment, and Competency on Employee Job Satisfaction at PT PLN (Persero) Bali Transmission Implementing Unit

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ABSTRACT: Increasing employee job satisfaction has a positive impact on company productivity and performance. PT PLN (Persero) Transmission, a leading company in the energy sector, pays special attention to the factors that influence employee job satisfaction, especially motivation, work environment and competence. This research aims to analyze the influence of motivation, work environment, and competence on employee job satisfaction at PT PLN (Persero) Bali Transmission implementation unit. The population the researchers used was all permanent PT PLN (Persero) Bali Transmission Implementation Unit employees. The population in this study was 142 people who met the criteria as permanent employees of the Company, and by using the census method in selecting the sample, the research sample also numbered 142 people. Multiple linear regression analysis is applied to describe the influence of the independent variable on the dependent variable with the help of SPSS. The results of this research show that motivation, work environment, and work competence positively affect employee job satisfaction at PT PLN (Persero) Bali Transmission Implementation Unit. This means that the better the motivation, work environment and work competence simultaneously, the more job satisfaction at PT PLN Transmisi Bali will increase. This research provides implications for companies regarding employee job satisfaction and things that must be paid attention to and improved to maximize employee job satisfaction.

Keywords: Motivation, Work Environment, Competence, Job Satisfaction



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INTRODUCTION

Employees or employees are important in an organization because employees act as the driving wheels of organizational activities. The role of employees is explained in human resource management theory, where employees are the driving force and center of activity of the organization, therefore employee welfare must be one of the priorities that must be maintained (Lubis et al., 2020). Employee welfare is important to maintain to make employees feel satisfied

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with the work they do ([Rahardjo, 2014](#)). Job satisfaction is an attitude or emotion that shows that someone feels happy or loves their job ([Paais & Pattiruhu, 2020a](#)). Maintaining and increasing employee job satisfaction is important for organizations. The more satisfied employees are with their work, the more the organization is expected to have maximum work quality.

The problem of job satisfaction is still an aspect that often occurs in an organization, especially PT. PLN (Persero) Bali Transmission Implementation Unit located in Denpasar City. Through initial interviews conducted with 20 employees of PT. PLN (Persero) Bali Transmission Implementation Unit, it was found that several employees submitted complaints regarding their work, 1) employees complained about the lack of attention from their superiors to the performance they demonstrated; 2) employees complain about work situations that tend to be individualistic, resulting in a lack of balanced coordination between employees and superiors; 3) employees complain about the difficulty of access to career advancement, especially the opportunity given to get a promotion which is quite difficult. The results of these interviews indicate that there are still a number of employees who feel dissatisfied with their jobs.

Company PT. PLN (Persero), the Bali Transmission Implementation Unit, is one of the companies that plays a very vital role, because electricity is an important need for a country's activities, whether government, society, tourism or other economic activities. Company performance is very important so that there are no problems in meeting electricity needs in Bali. Employees as the driving force of the company must of course pay attention to their satisfaction so that employees can do their work optimally. Several factors are indicated to influence employee job satisfaction, including motivation, work environment and the employee's own competence ([Hsiao & Lin, 2018](#); [Sihombing et al., 2022](#)).

Motivation is a psychological aspect that plays a very important role in producing a sense of satisfaction in a person. Motivation is defined as a drive either within oneself or outside a person to carry out a certain behavior ([Jung & Shin, 2015](#)). Work motivation shows a person's encouragement, or more precisely, motivation is the reason why someone carries out a certain behavior ([M. Mulyanto et al., 2018](#); [Murgianto et al., 2016](#)). High work motivation means that there is high work drive, this can of course create a sense of satisfaction from within or outside the employee. Employees who are motivated to work are basically triggered by various factors, but high motivation can produce satisfaction at work ([Barasa et al., 2018a](#)).

From the results of observations which are viewed from the aspect of PT employees. PLN (Persero) Bali Transmission Implementation Unit, found several motivation problems in employees, one of which was that there were employees who were late in arriving at the office according to working hours, apart from that there were also employees who were not able to complete their work on time, as well as a lack of enthusiasm shown by several employees at work. This condition indicates that there are still weaknesses in the work motivation of some employees which is not yet optimal. Lack of maximum work motivation is indicated to cause reduced employee job satisfaction. This is appropriate ([Barasa et al., 2018b](#); [Raziq & Maulabakhsh, 2015](#)) illustrates that the higher the work motivation, the more the level of satisfaction at work will increase.

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The work environment is also considered an important factor that can increase job satisfaction ([Pringgabayu et al., 2021](#)). The work environment examined in this research relates to all forms of non-physical environment such as work culture, work atmosphere, rules and so on ([Setiawan et al., 2022](#)). A work environment that is created in a conducive and comfortable manner tends to cause employees to feel satisfied at work because it is comfortable ([Syamsir, 2020](#)). A good working environment is everyone's hope, the better the working environment, the happier employees will be at work, this can increase employee job satisfaction.

Results of observations of the work environment of PT. PLN (Persero) Bali Transmission Implementation Unit, shows that the work environment is conducive, but there are still complaints made by several employees regarding the conditions of the work environment, namely that there are several employees who feel there is a lack of cooperation between employees, there is a gap between superiors and subordinates which is a little disturbing, things This causes an uncomfortable situation. Based on this, it can be indicated that there is still a need for a deeper study of the work environment. The results of research conducted by ([Alam, 2016; Nurpida, 2023; Sari, 2022](#)) illustrates that a positive work environment can increase employee job satisfaction.

It cannot be denied that employees must have strong and measurable competencies in order to achieve the company's goals. Work competency is the ability that employees have in accordance with their respective fields of work ([Sunya et al., 2017](#)). The better the employee's work competence, the easier it will be for them to achieve job satisfaction because the work produced is in line with their expectations ([Narasuci et al., 2018; Wardani & Peristiowati, 2020](#)).

Based on the results of observations made, it was found that training to improve employee work competency had been carried out by the company PT. PLN (Persero) Bali Transmission Implementation Unit, however, even though the training has been carried out there are also a number of employees who are not optimal enough to participate in the training, it is feared that this will lead to a lack of strengthening employee work competencies. Employee work competency at PT. PLN (Persero) Bali Transmission Implementation Unit must of course have high standards considering the high workload. This is supported by ([Ingsih, Riskawati, et al., 2021; Ingsih, Wuryani, et al., 2021; Wardana et al., 2022](#)) which shows that high employee work competence can increase job satisfaction.

Job satisfaction

Job satisfaction according to Davis (in ([Hajjali et al., 2022a](#))) can be defined as a collection of feelings that are pleasant or otherwise towards a job carried out by them. Job satisfaction can be seen as a relative feeling of being happy or not, which has differences from objective behavioral desires and thoughts ([Fathiah et al., 2021](#)).

Dual-Factor Theory, also known as Motivation and Job Satisfaction Theory, was developed by Frederick Herzberg in 1959. Herzberg identified two main factors that influence job satisfaction and job dissatisfaction, namely motivator factors and hygiene factors (maintenance factors). Motivator factors, such as achievement, responsibility, and recognition, are believed to increase job satisfaction and motivation ([Pongton & Suntrayuth, 2019](#)).

Some previous research that is relevant and supports the argument is such as research conducted by ([F. Saputra & Mahaputra, 2022](#)). This research shows that job satisfaction has a positive influence on the intention not to move (turnover intent) among private sector employees. Employees who are satisfied with their jobs tend to be more willing to stay with the organization.

Other research conducted by ([Hajiali et al., 2022b](#)) also found that job satisfaction is positively related to organizational commitment and organizational citizenship behavior. Employees who are satisfied with their jobs are more likely to demonstrate positive behavior at work.

This is reinforced again by the results of research conducted by ([Riyanto et al., 2021](#)). This research identifies that job satisfaction has a direct positive impact on employee loyalty and commitment. Turnover intention is considered as a mediator in the relationship between job satisfaction and employee loyalty.

Motivation

In everyday life, the term work motivation has various meanings, both related to a person's actions and organizational behavior ([Lestari et al., 2018](#)). Work motivation is a very important element in an individual who plays a role in realizing success in a person's work and business. The implementation of work motivation from leaders is basically attention and knowledge of the actions of the person being led as a factor in achieving the success of an organization ([J. A. Mulyanto, 2015](#)).

Several previous studies highlight the positive relationship between motivation and job satisfaction, proving that high levels of motivation can positively influence employee job satisfaction levels. For example, in research by ([Sugiarti, 2022](#)), autonomous motivation theory (self-determination theory) highlights the importance of meeting employees' basic psychological needs, such as the need for autonomy, competence, and social relationships, to increase intrinsic and extrinsic motivation.

Other research by ([Hajiali et al., 2022b; Riyanto et al., 2021](#)) shows that job designs that enrich and provide challenges can increase employee motivation, which in turn increases job satisfaction. They present the concept of a job characteristics model which includes elements such as task expertise, task identification, task significance, autonomy, and feedback which are key factors in motivating employees and increasing job satisfaction.

Meta-analysis research by ([Paais & Pattiruhu, 2020b](#)) illustrates that fair and transparent reward systems can be a significant motivation factor. When employees feel that their work efforts are appreciated and respected, they are more likely to feel motivated and satisfied with their work.

Work Environment

The work environment in a company has a vital role. ([Parashakti et al., 2020a](#)) defines it as a series of factors that can influence the performance of HRM activities or functions, which are composed of internal factors originating in a company. ([Kharisma & Rosia, 2022](#)) sees the work environment

as something that exists around the work and can be affected in the implementation of assigned tasks, such as cleanliness, safety and lighting ([Efendi & Yusuf, 2021](#)).

Several previous studies have revealed a positive relationship between the work environment and employee job satisfaction. Research ([Badrianto & Ekhsan, 2020](#)) emphasizes the importance of adequate job design and providing challenges as the main factors that can increase job satisfaction. They created a job characteristics model highlighting elements such as task expertise, task identification, task significance, autonomy, and feedback that, when integrated effectively into job design, can increase job satisfaction.

Research by ([Iis et al., 2022a](#)) highlights the concept of organizational climate, which includes how employees perceive norms, values and attitudes in the organization. They found that a work environment that supports positive norms and values and provides support to employees can increase job satisfaction.

Other research that strengthens this statement was conducted by ([Iis et al., 2022b](#)), evaluating a number of studies and confirming that factors such as social support, organizational justice, and the quality of relationships between employees can positively influence job satisfaction. Social support from coworkers and superiors, a feeling of fairness within the organization, and good interpersonal relationships in the workplace all contribute to creating a positive work environment.

Competence

According to ([Nursaid et al., 2020](#)) which states that competence is something that outstanding performers do tends to be in relatively many situations to achieve the best results, compared to what average performers do. Competency is knowledge related to how work can be done effectively. According to ([Dharmanegara et al., 2016](#)), competency is a capacity that exists within an individual that is able to enable someone to fulfill the requirements of work in an organization so that they are able to achieve the desired results.

Several previous studies have revealed a positive correlation between employee competence (abilities and skills) and the level of job satisfaction. Research by ([Persada & Nabella, 2023](#)) shows that employees who feel they have high competence tend to be more satisfied with their jobs. Competencies that include task understanding, technical skills, and interpersonal skills provide a strong foundation for employees to feel effective and rewarding in the workplace.

Another study by ([Parashakti et al., 2020b](#); [Salman et al., 2020](#)) highlighted the relationship between an individual's suitability for the job and job satisfaction. They found that employees who felt that their skills and abilities matched their job duties tended to experience higher satisfaction levels.

Research by ([Hajjali et al., 2022c](#)) examined the concept of “organizational competence,” which includes skills, knowledge, and other attributes possessed by individuals and recognized by organizations. They found that individuals who felt they had competencies recognized in an organizational context had higher job satisfaction.

This research utilizes the theoretical basis of HR management as a basic theory or grand theory or big underlying theory, this theory is relevant to be the theoretical basis for this research because HRM theory is a theory that explains how an organization manages its human resources in order to produce a positive impact on company development (Dharmanegara et al., 2016). Job satisfaction is an important thing which according to HRM theory needs to be improved because it can have a good influence on employee work. The description of the framework for the research that will be carried out is:

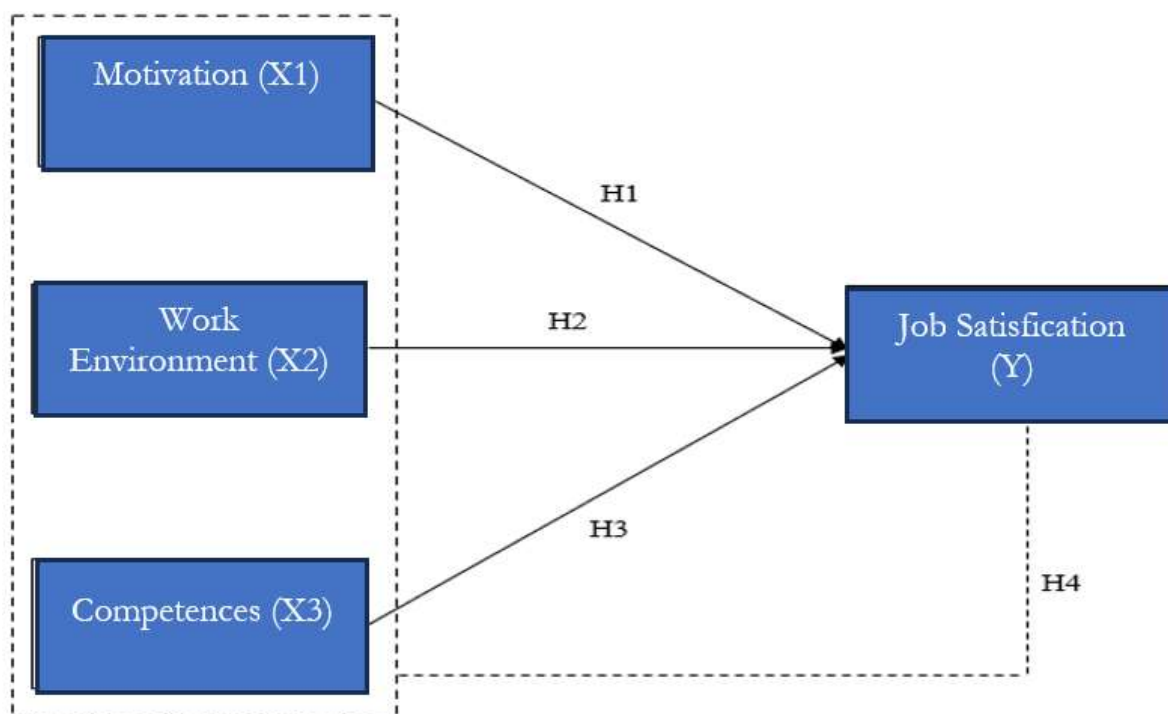


Figure 1. Framework

Source: data processed by researcher

METHOD

This research uses quantitative descriptive. According to (Sugiyono, 2019), Descriptive is applied to describe data that has been collected as it is.

The population in this research is 142 people who have the criteria as permanent employees of the Company, using the census method, namely collecting data or information from the entire population being researched, without selecting samples, so every member of the population is included in the research or survey, so that there are no elements or neglected groups. So the total research sample was also 142 people. Data collection methods use observation, documentation, literature, and questionnaires.

Multiple linear regression analysis is applied to describe the influence of the independent variable on the dependent variable with the help of SPSS. This analysis is carried out to predict how the

dependent variable is influenced by the independent variable with the following formulation ([Ghozali, 2016](#)):

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

Operational Definition of Variables

The questionnaires in this research are supported by theory and previous research conducted by: Motivation, Work Environment, and Competence.

Each indicator is designed to measure a certain aspect of the relevant variable. These questions can provide clear insight into employee motivation levels, work environment conditions, and perceived competence.

Motivation

In making the research questionnaire, this research used Abraham Maslow's theory in making the questionnaire, with two main factors taken into consideration, namely 1) Dimensions: Physiological: Basic needs such as food, water and rest; Security: The need for financial security and Health; Social: The need for interpersonal relationships and social life; Esteem: The need for recognition and achievement; Self-Actualization: The need to achieve maximum potential; and 2) Indicators: Physiological: Availability of health facilities, adequate rest; Security: Clarity of rules, job security, financial well-being; Social: Quality of relationships with coworkers, social support; Awards: Recognition of achievements, development opportunities; Self-Actualization: Personal development opportunities, job challenges.

Abraham Maslow's Hierarchy of Needs Theory states that individuals have five sequential levels of needs: physiological needs, safety needs, social needs, esteem needs, and self-actualization needs. According to this theory, higher needs only arise after lower needs have been satisfied. In the work environment's motivation context, meeting employee needs at each hierarchical level can increase motivation and job satisfaction ([Iis et al., 2022a](#); [Parashakti et al., 2020b](#)).

Work Environment

Researchers create questions in the Work Environment variable by referring to two theories, namely the Job Characteristics Model Theory, from Hackman and Oldham and Fred Field's Contingent Theory ([Nursaid et al., 2020](#)). Hackman and Oldham's Job Characteristics Model theory has main dimensions involving Task Diversity, Task Identity, Task Significance, Autonomy, and Feedback. The questionnaire includes questions regarding the availability of various tasks, opportunities to complete tasks in full, and the extent to which workers feel a positive impact from their work.

Fred E. Fiedler's Contingent Theory is a leadership theory that can also be applied to the work environment. This theory emphasizes that leadership effectiveness depends on how much the situation or work context matches a leader's leadership style. Fiedler identified two main leadership

styles: task orientation and relationship orientation. A work environment that suits a person's leadership style can increase productivity and job satisfaction ([López-Cabarcos et al., 2022](#)).

So in detail, they are as follows: 1) Dimensions: Power: Ability to influence other people and manage conflict; Achievement: The drive to achieve challenging goals and achieve success; Engagement (Affiliation): Satisfaction in interacting and collaborating with other people; and 2) Power: The ability to lead, motivate and influence others; Achievement: The drive to overcome challenges and achieve goals; Engagement: Ability to communicate and collaborate well with colleagues.

Competence

The theory that supports this statement is David Teece's Competence-Based Strategic Management Theory. This theory focuses on a company's ability to combine and manage unique resources and skills to achieve competitive advantage. David Teece highlights the importance of core competencies, namely the unique skills and knowledge that make a company superior to its competitors ([Persada & Nabella, 2023](#)). In the employee context, this theory can be applied by recognizing the importance of developing and utilizing unique employee competencies to improve job performance and satisfaction.

The indicators in this variable are as follows: 1) Dimensions: Power: Ability to influence other people and manage conflict; Achievement: The drive to achieve challenging goals and achieve success; Engagement (Affiliation): Satisfaction in interacting and collaborating with other people; 2) Indicators: Power: Ability to lead, motivate and influence others; Achievement: The drive to overcome challenges and achieve goals; Engagement: Ability to communicate and collaborate well with colleagues.

RESULT AND DISCUSSION

Validity testing is a procedure for evaluating the extent to which a measurement instrument (such as a questionnaire, test, or other research instrument) effectively measures what it is supposed to measure. Validity provides a basis for confidence that the instrument really measures what is desired and is relevant for the purpose of the research or measurement being carried out. The results of validity testing in this research are presented in the following table:

Table 1. Validity Test Results

No	Variable	r-count	r-table	Sig Value	Information
1	Motivation	0.475	0.1648	0.000	Valid
2		0.643	0.1648	0.008	Valid
3		0.688	0.1648	0.000	Valid
4		0.656	0.1648	0.000	Valid
5		0.865	0.1648	0.000	Valid
6		0.646	0.1648	0.015	Valid

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7	Work Environment	0.772	0.1648	0.000	Valid
8		0.384	0.1648	0.036	Valid
9		0.624	0.1648	0.000	Valid
10		0.456	0.1648	0.000	Valid
11		0.654	0.1648	0.018	Valid
12		0.623	0.1648	0.000	Valid
13	Job Satisfaction	0.745	0.1648	0.000	Valid
14		0.487	0.1648	0.000	Valid
15		0.532	0.1648	0.015	Valid
16		0.526	0.1648	0.000	Valid
17		0.472	0.1648	0.014	Valid
18		0.672	0.1648	0.000	Valid

Source: Processed data, 2023

In the context of this validity measurement, the correlation value (r) between the variable being measured and the reference variable (in this case, the r table value) can be used as an indicator of the validity of an instrument. If the calculated r (correlation between the measured variables) is greater than the predetermined table r value (in this case, 0.1648), the instrument is considered valid.

By detailing and observing the correlation results between the variables Motivation, Work Environment, Competence and Job Satisfaction (in Table 1), and the calculated r value for each pair of variables is greater than 0.1648, it can be concluded that the measurement instrument is valid for measuring the relationship between these variables.

It can be seen that the calculated r for the pair Motivation, Work Environment, Competency and Job Satisfaction are all greater than 0.1648, so it can be concluded that the instrument used is valid in measuring the relationship between the variables Motivation, Work Environment, Competence and Job Satisfaction making it suitable for use as a research instrument.

Table 2. Instrument Reliability Test

No	Variable	<i>Cronbach's Alpha</i>	Information
1	Motivation	0.886	Reliable
2	Work environment	0.953	Reliable
3	Competence	0.876	Reliable
4	Job Satisfaction	0.925	Reliable

Source: Processed data, 2023

In Internal Consistency: This method measures the extent to which the items or questions in the measurement instrument are consistent with each other. Internal consistency coefficients such as Cronbach's alpha can be used to assess the level of consistency between items. The reliability results show a value exceeding 0.70, so the data is reliable.

Classic Assumption Test

Classical assumption testing is crucial in statistical analysis, particularly regression and ANOVA. It involves scrutinizing key assumptions, such as linearity, independence, homoscedasticity, and normality of residuals, which are fundamental for the validity of statistical models. Linearity assumes a straight-line relationship between variables, while independence assumes that observations are not influenced by each other. Homoscedasticity requires constant variability in residuals, and the normality of residuals assumes a normal distribution. Evaluating these assumptions involves employing statistical tests and visualizing data to ensure that the chosen statistical model is appropriate for the dataset. If these assumptions are violated, adjustments or alternative approaches may be necessary to ensure the reliability of the statistical analyses and subsequent conclusions drawn from the data.

Table 3. Normality Test Results

One-Sample Kolmogorov-Smirnov Test			
		Unstandardized Residual	
N		142	
Normal Parameters^{a,b}	Mean	.0E-7	
	Std. Deviation	1.86715365	
	Most Extreme Differences	Absolute	.071
	Positive	.068	
	Negative	-.071	
Test Statistic		.071	
Asymp. Sig. (2-tailed)		.079 ^c	

Source: Processed data, 2023

The results of the research above show that the value of Asymp. Sig. (2-tailed) is 0.079 (0.079 > 0.05), then the model meets normality.

Table 4. Multicollinearity Test Results

	Tolerance
Motivation	.740
Work Environment	.718
Competence	.773

Source: Processed data, 2023

The table above illustrates that the data values meet the tolerance and VIF values so that the model meets multicollinearity. Apart from that, the data does not contain heteroscedasticity with the significance value of all variables exceeding 0.05.

Multiple Linear Regression (MLR) Analysis

Multiple Linear Regression (MLR) analysis is a statistical method used to examine the relationship between multiple independent variables and a single dependent variable. Unlike simple linear regression, which considers only one predictor, MLR involves two or more predictors. The goal of MLR is to model the linear relationship between the independent variables and the dependent variable, allowing for a more comprehensive understanding of the factors influencing the outcome.

Table 5. Results of Multiple Linear Regression Analysis

Coefficients^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.711	1.486		.479	.633
Motivation	.512	.055	.571	9.283	.000
Work Environment	.184	.069	.166	2.656	.009
Competence	.221	.061	.217	3.612	.000
R² : 0.615					
Adjusted R² : 0.606					
F : 73.336					
Sig. F : 0.000					

Source: Processed data, 2023

Referring to the table above, it provides an illustration of the following structural model being

$$\text{formed: } Y = 0.711 + 0.512X_1 + 0.184X_2 + 0.221X_3 + e$$

Coefficient of Determination

The results of the Determination Test show a value (Adjusted R Square) of 0.606 (60.6%) variation in job satisfaction is influenced by all variables in the study, while 39.4% is influenced by other factors.

Table 6. F-Test Result

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	783.676	3	261.225	73.336	.000 ^b
	Residual	491.563	138	3.562		
	Total	1275.239	141			

Source: Processed data, 2023

Referring to the analysis results presented in the table above, it is known that if the significance value of the F test is $0.000 < 0.05$ and the value of $F_{\text{count}} > F_{\text{table}}$, $73.336 > 2.67$, then the model is suitable for use in the next test.

T-Test Result

Reviewing the results described in table shows the t test results as follows:

1. Motivation has a positive influence on job satisfaction. These results are illustrated by the sig value of 0.000 ($0.000 < 0.05$), coefficient of 0.512 and t value ($9.283 > 1.656$).
2. Furthermore, the work environment has a positive influence on job satisfaction. These results can be described from the sig value of 0.009 ($0.009 < 0.05$), coefficient of 0.184 and t value ($2.656 > 1.656$).
3. Apart from that, job satisfaction has a positive influence on job satisfaction through a sig value of 0.000 ($0.000 < 0.05$), coefficient of 0.221 and t value ($3.612 > 1.656$).

The Influence of Motivation on Job Satisfaction

Judging from the presentation of the results of the data analysis, the results obtained are that there is a partially significant contribution between motivation and job satisfaction at PT PLN Transmisi Bali. The greater the motivation an employee has, the higher his job satisfaction will be. Meanwhile, if employee motivation gets worse, satisfaction will decrease. These results are in accordance with ([Hakim et al., 2018](#)) and ([Meidita, 2019](#)) which gives an idea that the increase in work motivation will also have an impact on job satisfaction.

The Influence of the Work Environment on Job Satisfaction

From the results of the data analysis obtained, there is a significant partial contribution that occurs between the work environment and the breadth of work at PT PLN Transmisi Bali. This result can be interpreted as if the working environment is better and more positive, it will increase the breadth of work of employees at PT PLN Transmisi Bali. Meanwhile, if there is a decline in the work environment, the impact of the decline will also be on job satisfaction. These results are in accordance with the results of research conducted by ([A. A. Saputra, 2022](#)); ([Sulistiyawati et al., 2022](#)), that a good work environment provides an increase in one's job satisfaction.

The Influence of Competency on Job Satisfaction

The results show a partially significant contribution between competence and job satisfaction at PT PLN Transmisi Bali. This result means that if the higher competence of employees, employee performance will also increase at PT PLN Transmisi Bali. Meanwhile, if the employee's competency skills worsen, this will also be accompanied by a decrease in employee job satisfaction. The results of this research are in line with the research produced ([Sinambela, 2020](#)); ([Fitriati, 2020](#)), and [Saputra, N., & Mulia, R. A. \(2020\)](#) shows that good employee work competence can have an increasing impact on employees' sense of satisfaction at work. So, it can be interpreted that employee competence positively influences employee satisfaction at work.

The Influence of Motivation, Work Environment, and Competence on Job Satisfaction

Reviewing the results of the data analysis obtained, it is clear that a significant and simultaneous contribution occurs between the variables of motivation, work environment and work competency to PT PLN Transmisi Bali's job satisfaction. These results mean that if motivation, work environment and work competency improve simultaneously, PT PLN Transmisi Bali's job satisfaction will increase. Meanwhile, if the motivation, work environment and work competence get worse, the job satisfaction of PT PLN Transmisi Bali will decrease. These results are in accordance with the results of research conducted by ([Sinambela, 2020](#)); ([Fitriati, 2020](#)); ([A. A. Saputra, 2022](#)); ([Sulistiyawati et al., 2022](#)); ([Hakim et al., 2018](#)); ([Meidita, 2019](#)), which explains that there is a positive influence on motivation, work environment, and motivation for employee satisfaction at work.

In a company, employees play a role in driving the company's sustainability; because of this, employee welfare must be one of the priorities that must be maintained. It is important to maintain employee welfare to make employees feel satisfied with the work they do, therefore, employees will make maximum contributions to the sustainability of the company. Maintaining and increasing employee job satisfaction is important for companies. The more satisfied employees are with their work, the company is expected to have maximum work quality. In reality, the problem of job satisfaction is still an aspect that generally occurs frequently in organizations, including companies, at PT. PLN (Persero) Bali Transmission Implementation Unit found that several employees submitted complaints regarding their work: 1) employees complained about the lack of attention from their superiors to the performance they demonstrated; 2) employees complained about work situations that tend to be individualistic, resulting in a lack of balanced coordination between employees and superiors; 3) employees complain about the difficulty of access to career advancement, especially the opportunity given to get a promotion which is quite difficult. The results of these interviews indicate that there are still a number of employees who feel dissatisfied with their jobs.

CONCLUSION

From the results of the analysis and discussion described, conclusions can be drawn for this research, including that there is a partially significant contribution between motivation variables

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on job satisfaction at PT PLN Transmisi Bali. The greater the employee's motivation, the higher his job satisfaction will be. Meanwhile, if employee motivation gets worse, satisfaction will decrease. There is a partially significant contribution between work environment variables for job satisfaction among PT PLN Transmisi Bali employees. These results mean that the better the work environment at the company, the higher the employee job satisfaction at PT PLN (Persero) Bali Transmission Implementation Unit. Meanwhile, if the work environment gets worse, job satisfaction will decrease. There is a partially significant contribution between competencies to job satisfaction at PT PLN Transmisi Bali. These results mean that employees' high level of competence will increase job satisfaction at PT PLN Transmisi Bali. Meanwhile, if the employee's level of competence gets worse, the level of employee job satisfaction at PT PLN Transmisi Bali will decrease further. There is a significant simultaneous contribution between motivation, work environment and work competence on job satisfaction at PT PLN Transmisi Bali.

This research provides implications for companies regarding employee job satisfaction and things that need to be paid attention to and improved to maximize employee job satisfaction. The things that need to be considered and improved are employee work motivation, work environment and employee work competency so that job satisfaction employees will be maximized.

It is hoped that this research can be used to optimize employee satisfaction in working at PT PLN (Persero) Bali Transmission Implementation Unit. This can be implemented through choices to optimize motivation, work environment and work competence.

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