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Determination of Job Satisfaction and Company Performance: Analysis of Competence, Self-Efficacy and Work Motivation

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Abstract: The purpose and benefits of this literature review research are expected to build hypotheses regarding the influence between variables, which can later be used for further research in the scope of human resource management. The literature review research article on the determination of job satisfaction and company performance: Analysis of Competence, Self-Efficacy and Work Motivation is a scientific article in human resource management science. The approach used in this literature review research is descriptive qualitative. The data collection technique uses literature studies or a review of relevant previous articles. The data used in this descriptive qualitative approach comes from previous research that is relevant to this research and is sourced from academic online media such as the Thomson Reuters Journal, Springer, Taylor & Francis, Scopus Emerald, Elsevier, Sage, Web of Science, Sinta Journal, DOAJ, EBSCO, Google Scholar and digital reference books. In previous studies, 1 relevant previous article was used to review each independent variable. The results of this literature review article are: 1) Competence influences Job Satisfaction; 2) Self-Efficacy influences Job Satisfaction; 3) Work Motivation influences Job Satisfaction; 4) Competence affects Company Performance; 5) Self-Efficacy affects Company Performance; and 6) Work Motivation affects Company Performance.

Keyword: Company Performance, Job Satisfaction, Competence, Self-Efficacy, Work Motivation

INTRODUCTION

Job satisfaction is strongly tied to employees' feelings of comfort, well-being, and contentment in their work environment, which has a direct impact on the company's productivity and operational success. In this context, employee competency is a significant factor, which includes individuals' knowledge, abilities, attitudes, and experiences in carrying out their duties and obligations effectively. High competence enables individuals to make major contributions to accomplishing organizational goals, resulting in improved company success (Saputra et al., 2024).

According to (Fauzi et al., 2023), In addition to competence, self-efficacy is a key factor in influencing job satisfaction and business performance. Self-efficacy refers to an individual's belief in their ability to handle obstacles, organize themselves, and accomplish achievement based on previous experiences. Employees with high levels of self-efficacy are more confident, persistent in the face of adversity, and better able to manage stress, all of which contribute to overall individual and organizational performance. When employees are confidence in their talents, they are more likely to be content with their jobs, which promotes optimal corporate performance.

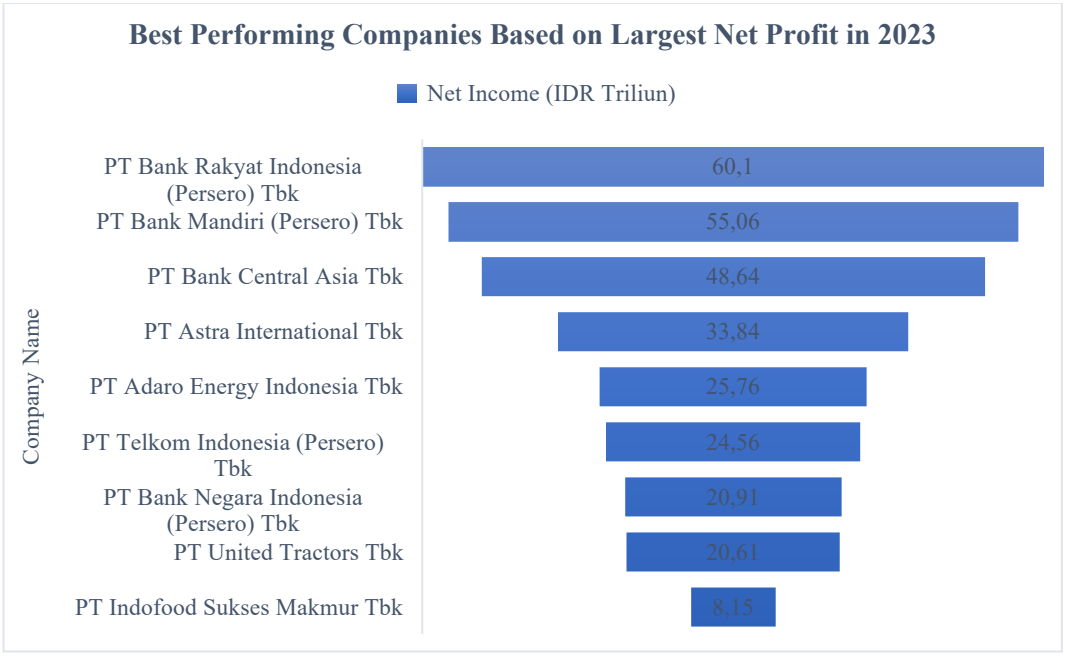


Figure 1. Best Performing Companies Based on Largest Net Profit in 2023

Based on Figure 1 above, it is known that 10 companies in Indonesia have the best company performance, seen from the net profit they obtain. The first rank was achieved by PT Bank Rakyat Indonesia (Persero) Tbk, which is a state-owned company in the banking sector. As is known, to become an employee of PT Bank Rakyat Indonesia (Persero) Tbk, a prospective employee must have at least a bachelor's degree and have several abilities. So with this, PT Bank Rakyat Indonesia (Persero) Tbk is able to become a company with the best performance based on net profit.

Work motivation is also an important aspect in determining job happiness and corporate performance. Motivation can be derived from two sources: intrinsic motivation, which comes from within the individual, such as a sense of responsibility and pride in the task done, and extrinsic motivation, which comes from without, such as praise and appreciation from superiors or financial incentives. Clear goals, enough recognition, and appropriate awards can motivate people to work harder and be more dedicated to their jobs, thereby contributing to the company's success (Mahaputra & Saputra, 2021b).

However, despite several studies on the relationship between competence, self-efficacy, and work motivation and job satisfaction and corporate performance, there is a research gap that must be filled. This gap includes a dearth of research that integrates the three factors into a single comprehensive model that can explain how the combination of competence, self-efficacy, and work motivation influences job satisfaction and overall firm performance. Thus, the purpose of this study is to bridge the gap by examining the impact of competence, self-efficacy, and work motivation on job satisfaction and company success, in order to provide

deeper and more practical insights for corporate management in their efforts to improve organizational performance.

Based on the background of the problem above, the formulation of the problem is obtained to be used as a hypothesis for further research, including: 1) Does competence affect job satisfaction?; 2) Does self-efficacy affect job satisfaction?; 3) Does work motivation affect job satisfaction?; 4) Does competence affect company performance?; 5) Does self-efficacy affect company performance?; and 6) Does work motivation affect company performance?.

METHODS

This literature review was conducted using descriptive qualitative techniques. The data collection technique is by conducting a literature review or reviewing relevant previous studies. The data used in this descriptive qualitative approach comes from previous studies relevant to this study and is obtained from academic online media such as Thomson Reuters Journal, Springer, Taylor & Francis, Scopus Emerald, Sage, WoS, Sinta Journal, DOAJ, EBSCO, Publish or Perish, Google Scholar, and digital reference books. Previous studies use one relevant previous publication to review each independent variable. A systematic literature review (SLR) is a careful and deliberate process in which all relevant research materials are found, reviewed, and addressed to provide answers to specific research questions. When conducting qualitative analysis, it is essential to use the literature review consistently and in accordance with methodological assumptions. Due to its investigative nature, qualitative analysis is mostly used for this purpose, (Ali, H., & Limakrisna, 2013);(Susanto, Arini, Yuntina, & Panatap, 2024).

RESULT AND DISCUSSION

Results

The following are research findings taking into account the context and problem formulation:

Company performance

Company performance is a metric or measurement of a company's efficacy and efficiency in meeting its business objectives. This performance includes profitability, revenue growth, cost management, and customer happiness. In general, firm success is measured using financial statements that include measures such as net income, return on investment (ROI), and return on equity (ROE). Furthermore, non-financial performance factors including as innovation, brand recognition, and employee satisfaction influence the total rating (Primadi Candra Susanto et al., 2023).

Dimensions or indicators that include the Company Performance variable include: 1) Profitability: Measures a company's capacity to earn profits from its operations. This indicator is frequently evaluated using profit margin, return on assets (ROA), and return on equity (ROE); 2) Operational Efficiency: Indicates how well a corporation uses available resources to maximize production. This is determined by the cost-to-income ratio and productivity; 3) Revenue Growth: Shows how much the company's revenue has increased over time. This is a measure of the company's ability to attract and retain customers; 4) Customer Satisfaction: Measures how well the organization meets customer expectations. This metric is frequently measured through customer satisfaction surveys and client retention rates; and 5) Innovation: Evaluates the company's ability to continuously innovate in products, services, and procedures. Continuous innovation is often the key to gaining a competitive advantage (Arini, 2022).

Company Performance is relevant to previous research that has been studied by: (Primadi Candra Susanto et al., 2023), (Mahaputra & Saputra, 2021a), (Susanto, 2022).

Job Satisfaction

Job satisfaction is a pleasant feeling or satisfaction that employees have with their jobs. It measures how pleased employees are with several aspects of their occupations, such as the work environment, salary, relationships with coworkers, and prospects for advancement. Job satisfaction is significant since it influences productivity, staff retention, and job motivation. Employees that are satisfied are more likely to perform well, commit to the firm, and demonstrate great loyalty. On the other hand, job discontent can lead to lower productivity, higher absenteeism, and higher employee turnover. Companies frequently focus on attempts to promote job satisfaction through development programs, rewards, and a positive work environment (Silitonga & Widodo, 2019).

Dimensions or indicators that include the Job Satisfaction variable include: 1) Compensation and Benefits: Employees' satisfaction with their salaries, incentives, and benefits. Employees who feel fairly compensated tend to be more contented; 2) Work Environment: The physical and psychological conditions in the workplace, such as safety, comfort, and social support. Positive work environments boost job satisfaction; 3) Relationship with Superior: The level of interaction and assistance obtained from superiors. Employees that have solid ties with their supervisors are more contented; 4) Career Development Opportunities: Employees are provided opportunities to improve and advance their careers. Employees with clear career opportunities are more likely to be satisfied; and 5) Work-Life Balance: Employees' capacity to balance their professional and personal life. This balance is crucial for job happiness (Widodo, 2023b).

Job Satisfaction is relevant to previous research that has been studied by: (Saputra & Mahaputra, 2022), (Susanto, Sawitri, et al., 2023), (Putri et al., 2023), (Susanto, Sawitri, Ali, & Rony, 2024), (Widodo, 2023a).

Competence

Competence is a set of information, skills, attitudes, and abilities that enable an individual to perform a specific task or job successfully. Competence encompasses the technical, interpersonal, and management skills required in diverse job contexts. This competency is vital for both individual and organizational performance since it allows people to operate more efficiently and effectively. In human resource management, competence is frequently utilized as a foundation for employee recruitment, training, and development. Organizations with highly competent people outperform their competitors in the market because they can deliver high-quality, innovative solutions (Ali et al., 2024).

Dimensions or indicators that include the Competency variable include: 1) Knowledge: Information and insights that employees have about their sector of work. Knowledge competency is essential for executing out duties efficiently; 2) Skills: The technical and interpersonal abilities that employees possess. These abilities encompass both hard skills, such as using work tools, and soft skills, such as communication; 3) Attitude: The views, beliefs, and values that shape employee conduct at work. A positive attitude promotes teamwork and high performance; and 4) Experience: An employee's level of experience performing a specific task or function. Experience frequently improves overall competency (Fauzi et al., 2023).

Competencies relevant to previous research that has been studied by: (Susanto, Setiawan, Yandi, et al., 2024), (Hamdan et al., 2023), (Susanto, Sawitri, Ali, & Rony, 2024), (Ghafar & Susanto, 2024), (Susanto, Sawitri, Ali, & Rony, 2024), (Susanto, Rony, et al., 2023).

Self Efficacy

Self-efficacy refers to an individual's belief in their capacity to plan and execute the actions required to attain goals or finish certain tasks. Self-efficacy influences how people see challenges, deal with difficulties, and maintain motivation to attain goals. High levels of self-efficacy are typically related with improved performance, stress resilience, and the ability to overcome challenges. This idea is especially relevant to professional development and lifelong

learning, since people with high self-efficacy are more proactive in seeking out development opportunities and adapting to change (Susanto, Setiawan, & Yandi, 2024).

Dimensions or indicators that include the Self-Efficacy variable include: 1) Confidence in Ability: The degree to which an individual believes they can execute a specific activity. The higher this belief, the greater the probability of success; 2) Challenge Resilience: An individual's ability to stay motivated and resilient in the face of problems or hurdles. This resilience demonstrates strong self-efficacy; 3) Self-Regulation: An individual's ability to control their actions and emotions while reaching goals. This includes good time and resource management; and 4) Previous Successful Experiences: Past accomplishments can boost self-efficacy since they demonstrate that an individual is capable of attaining their objectives (Winarno et al., 2021).

Self-Efficacy is relevant to previous research that has been studied by: (Widodo, 2020), (Sjarifudin et al., 2023), (Fu'adah et al., 2023).

Work Motivation

Work motivation is an internal drive that propels people to do job duties with excitement and perseverance. This drive can stem from a multitude of factors, including a desire for success, praise, recognition, and personal well-being. The work environment, leadership, salary, and career possibilities all have a significant impact on work motivation (Widodo, 2021).

Dimensions or indicators that include the Work Motivation variable include: 1) Intrinsic Motivation: Motivation that comes from within the employee, such as the desire to reach personal goals or get enjoyment from the work itself; 2) Extrinsic Motivation: Motivation derived from outside sources such as pay, rewards, and recognition. These variables are frequently utilized to inspire staff directly; 3) Clear Goals: The presence of precise and attainable goals that provide direction and focus for personnel. Clear goals boost motivation and performance; and 4) Recognition and Awards: Forms of gratitude offered to employees for their efforts and accomplishments. This recognition is critical to maintaining employee morale and motivation (Jumawan et al., 2023).

Work Motivation is relevant to previous research that has been studied by: (Aziz et al., 2021), (Lutfi, A. R., & Widodo, 2018), (Susanto, Setiawan, Yandi, et al., 2024).

Previous Research

Based on the above findings and previous research, the research discussion is formulated as follows:

Table 1. Relevant Previous Research Results

No	Author (Year)	Research Results	Simmilarities with this article	Differences with this article
1.	(Sumerdana & Heryanda, 2021)	-Competency variables have an effect on Employee Job Satisfaction at PT Samabayu Mandala -Work Environment variables have an effect on Employee Job Satisfaction at PT Samabayu Mandala	-This article has similarities in examining the Competence variable as the independent variable, and examining the Employee Job Satisfaction variable as the dependent variable.	-The difference with previous research is that there is a Work Environment variable as another Independent variable. And previous research has a research object, namely PT Samabayu Mandala, while this research has an object based on previous research.
2.	(Santoso & Dewi, 2019)	-Self-Efficacy Variables Influence Employee Job Satisfaction PT Sukanda Djaya Denpasar	-This article has similarities in examining the variables of Self-Efficacy and Work	-The difference with previous research is in the Work Environment variable which is another independent variable.

		-Work Motivation Variables Influence Employee Job Satisfaction PT Sukanda Djaya Denpasar -Work Environment Variables Influence Employee Job Satisfaction PT Sukanda Djaya Denpasar	Motivation as independent variables, and examining the variable of Employee Job Satisfaction as dependent variable.	
3.	(Adinata & Turangan, 2023)	-Work Motivation Variables Influence Employee Job Satisfaction at PT X -Work Stress Variables Influence Employee Job Satisfaction at PT X -Work Environment Variables Influence Employee Job Satisfaction at PT X	-This article has similarities in examining the Work Motivation variable as the independent variable, and examining the Employee Job Satisfaction variable as the dependent variable.	-The difference with previous research is in the variables of Work Stress and Work Environment which are other independent variables.
4	(Adiputra & Mandala, 2017)	-Competency variables affect Competitive Advantage and Company Performance -Capability variables affect Competitive Advantage and Company Performance	-This article has similarities in examining the Competence variable as the independent variable, and examining the Company Performance variable as the dependent variable.	-The difference with previous research is in the Capability variable which is another Independent variable, and the Competitive Advantage variable as another dependent variable.

Discussion

This literature review will be discussed based on the history of the topic, research objectives, problem formulation, indicators or dimensions, and previous related research:

1. The Influence of Competence on Job Satisfaction

Employee competences (knowledge, skills, attitudes, and experience) have a major impact on job satisfaction. Knowledge, as the primary basis, enables people to complete their responsibilities more successfully and efficiently. Employees who have a thorough understanding of their occupations feel more confident and capable of completing duties successfully, which boosts their overall happiness with the income and perks they receive. Good knowledge also enables employees to offer more to the organization, which can result in higher salary or bonuses, enhancing their perception of the fairness of the compensation provided.

Skills, both technical and non-technical, are also crucial in determining job happiness. Employees with relevant skills are more likely to feel competent of tackling employment challenges, which can lead to increased job satisfaction. Employees feel more at ease and safe in the workplace when their abilities match the job requirements. They tend to feel less stressed since they can perform chores efficiently. Furthermore, interpersonal skills including efficient communication and teamwork can strengthen relationships with superiors and coworkers, resulting in higher overall job satisfaction.

Employee attitudes, which comprise values, beliefs, and workplace actions, also have an impact on job satisfaction. A good attitude toward work and the firm can motivate people to work harder and more diligently. This positive attitude not only fosters a harmonious

working environment, but it also promotes job satisfaction by making employees feel valued and recognized by their superiors and coworkers. A proactive approach to problem solving and innovation can also lead to more opportunities for professional development, which is a significant aspect in job satisfaction. Employees are more satisfied with their occupations when they believe they have opportunities to grow and advance.

Employee experience also has a significant impact on job satisfaction. Employees with more experience are more proficient and effective at carrying out their jobs. This experience not only boosts their confidence, but it also raises their chances of receiving more pay and recognition from their superiors. In addition, substantial experience frequently leads to better job advancement chances. Experienced personnel are more likely to receive promotions or more responsibility, which improves their job satisfaction. Employees with more experience can also adjust more easily to changes in the workplace, allowing them to strike a better balance between personal and professional lives.

Overall, excellent competencies build a solid foundation for people to be content with their jobs. Employees who have solid knowledge, suitable skills, positive attitudes, and adequate experience are more likely to be satisfied with their salary, work environment, connections with superiors, career growth prospects, and work-life balance. Thus, boosting employee competency benefits both the individual and the firm as a whole, because satisfied employees are more productive, loyal, and committed to the organization's success.

2. The Influence of Self-Efficacy on Job Satisfaction

Self-efficacy, which comprises confidence in one's talents, resilience to adversity, self-regulation, and prior success, has a substantial impact on job satisfaction. Belief in one's talents is the foundation of self-efficacy, and employees who believe in their abilities are more confident in performing their duties. This concept can improve employees' impressions of their income and perks since they believe they should be rewarded based on their performance. Furthermore, high self-efficacy enables employees to better handle complex tasks, resulting in a more positive and satisfying work environment.

Self-efficacy is also associated with resilience to a variety of challenges. Employees that are resilient are better equipped to deal with stress and problems at work, which benefits their relationships with their superiors. Employees who refuse to give up in the face of adversity are frequently recognized and supported by their superiors. Employees that are resilient are better able to manage stress and remain productive even under difficult circumstances, which helps them maintain a balance between their personal and professional life. Employees who believe they can face obstacles are more likely to be satisfied with their careers overall.

Self-regulation, or the ability to manage emotions, motivations, and actions in order to attain goals, is also important for job satisfaction. Employees with strong self-regulation abilities are more disciplined and focused on their jobs, which increases their prospects of progress. Employees that can self-regulate are also more able to adjust to changes in the workplace, resulting in a more peaceful and happy work environment. Furthermore, people who practice effective self-regulation are more likely to seek feedback and learning opportunities, which can help them develop in their careers.

Previous successful experiences contribute significantly to increased self-efficacy and, eventually, job happiness. Employees who have relevant successful experiences are more likely to feel confident taking on new duties and motivated to attain better results. These experiences also boost employees' confidence in their professional growth chances since they see tangible evidence of their capacity to succeed. Successful experiences also build connections with superiors, as employees who consistently perform well tend to acquire more trust and support from their bosses.

Overall, high self-efficacy leads to higher job satisfaction because employees who are confident in their abilities, capable of facing challenges, skilled in self-regulation, and have previous successful experiences are more satisfied with compensation, work environment, relationships with superiors, career development opportunities, and work-life balance. Increased self-efficacy improves not only employee well-being, but also organizational performance and success.

3. The Influence of Work Motivation on Job Satisfaction

Work motivation, which encompasses inner and extrinsic motivation, clear goals, and recognition and rewards, has a large impact on job satisfaction. Intrinsic motivation, which stems from personal enjoyment with task completion, boosts employee commitment to their job. Employees that are intrinsically motivated are more likely to be content with their work environment because they like the job process rather than the end result. This drive also has a favorable impact on interactions with superiors, because individuals with intrinsic motivation are more proactive and enthusiastic about collaborating, resulting in a more peaceful working environment.

Extrinsic motivation, which is influenced by external factors such as remuneration and benefits, also has a significant impact on job satisfaction. Employees who receive remuneration and perks that match their expectations are more likely to be satisfied with their jobs. When extrinsic motivation is addressed, employees feel valued and recognized by the organization, which enhances the balance between personal and professional lives. Furthermore, extrinsic incentive drives employees to improve their performance, which can lead to new prospects for advancement.

Clear goals are also a key component of work motivation, which influences job satisfaction. When employees have clear goals, they are more focused and driven to attain them. This clarity in goals not only makes work more disciplined, but it also helps employees understand their role in achieving the organization's goals. This improves relationships with superiors because clear goals enable more effective communication and aligned expectations. Furthermore, employees who have a clear direction in their job are more satisfied with the career development prospects offered, because they understand what they need to do to advance.

Recognition and rewards, whether verbal praise, bonuses, or promotions, all play an important part in enhancing job happiness. Employees who feel appreciated for their efforts and achievements are more likely to be satisfied with their jobs. This recognition not only improves relationships with superiors, but it also fosters a more happy and supportive workplace atmosphere. When employees feel appreciated, they are more driven to perform well and maintain a work-life balance. Furthermore, timely and suitable rewards can motivate employees to continue developing themselves, honing their talents, and chasing higher-level possibilities.

Overall, strong work motivation, both internal and extrinsic, with defined goals and appropriate recognition and rewards, leads to higher job satisfaction. Motivated employees are more satisfied with their pay and perks, work environment, relationships with superiors, professional growth prospects, and work-life balance. As a result, effective job motivation not only enhances individual employee well-being, but it also benefits the organization in the long run.

4. The Influence of Competence on Company Performance

Employee competences, which encompass knowledge, skills, attitudes, and experience, have a substantial impact on a company's overall performance, including profitability, operational efficiency, revenue growth, customer happiness, and innovation. Employee

knowledge of the industry, goods, and business procedures is essential for a company's competitiveness. Employees with a thorough understanding of their industry may make better judgments, recognize market possibilities, and solve obstacles more effectively, resulting in enhanced profitability and revenue growth for the organization.

Employee abilities play an important part in defining a company's operational effectiveness. Strong technical and non-technical abilities allow individuals to work more quickly, accurately, and efficiently. Time management skills, for example, aid in the completion of projects on time, whilst solid communication skills guarantee that critical information is communicated properly and efficiently throughout the organization. Improved operational efficiency through superior talents not only lowers operational costs but also boosts the company's overall profitability.

Employee attitudes, such as devotion, work ethic, and loyalty, can have a direct impact on a company's performance. Employees with a positive attitude toward their work are more motivated, passionate, and dedicated. This positive attitude motivates individuals to perform well, which increases team and organizational performance overall. A proactive and responsive approach toward change also helps the organization innovate and adapt to market conditions, which is critical for revenue development and long-term economic viability.

Employee job experience is also vital for enhancing firm performance. Employees with extensive experience have the insight and skill to handle a wide range of situations, both ordinary and complicated. Experienced staff can anticipate prospective issues, offer effective solutions, and optimize work procedures. This experience also aids in better and faster decision making, which is critical for preserving operational efficiency and increasing profitability. Furthermore, individuals with vast experience are more innovative since they have observed many techniques and strategies that have succeeded and failed in the past.

Employee competence is critical in ensuring client happiness. Employees with advanced knowledge, skills, attitudes, and experience can give quality, responsive, and focused services. Competent personnel may better understand their customers' needs, give suitable solutions, and guarantee that each engagement leads in optimum customer satisfaction. High customer satisfaction leads to customer loyalty, which promotes the company's revenue and profitability growth.

Furthermore, employee competence promotes internal innovation. Employees with extensive knowledge and wide abilities are better able to spot new opportunities and provide unique solutions. Employees that are open to change and have experience in a variety of business environments might generate fresh ideas that can increase the company's competitive edge. This ongoing innovation not only keeps the company relevant in the market, but also fuels long-term growth.

Overall, employee competency, which encompasses knowledge, skills, attitudes, and experience, provides a solid foundation for enhancing firm performance. Employee competence is critical to the company's success and survival in the face of strong competition, as it increases profitability, operational efficiency, revenue growth, customer happiness, and innovation.

5. The Influence of Self-Efficacy on Company Performance

Self-efficacy, which encompasses confidence in one's talents, resistance to obstacles, self-regulation, and previous success stories, has a substantial impact on firm performance, particularly profitability, operational efficiency, revenue growth, customer happiness, and innovation. Employees' confidence in their abilities leads to increased productivity and consistent work quality. Confident personnel can accomplish jobs successfully and take initiative, which boosts the company's operational efficiency. When employees believe they

can reach their goals, they are more motivated to work hard, resulting in higher profitability and revenue growth for the organization.

Resilience to adversity is also a significant factor in self-efficacy, which influences company performance. Employees with high resilience do not give up easily when confronted with adversity. They can overcome hurdles by maintaining a positive mindset and striving for the greatest possible outcomes. This ability to persevere in adverse situations enables businesses to maintain operational continuity, even in unpredictable market conditions. This resilience also promotes creativity, as dedicated personnel are more inclined to attempt new techniques and devise imaginative solutions to problems.

Self-regulation, a component of self-efficacy, is also vital for organizational performance. Employees that can arrange themselves well tend to be more disciplined, focused, and productive. They can effectively manage time and resources, hence boosting the company's operating efficiency. Self-regulation also motivates individuals to pursue personal and professional goals, which leads to increased income and customer satisfaction. Employees that are well-organized are also more adaptable to change, which is critical for the company's continued innovation.

Previous successful experiences lay a solid basis for self-efficacy and organizational performance. Employees that have achieved success are more self-confident and take a proactive approach to overcoming problems. This experience enables individuals to learn from past successes and errors, allowing them to make more informed and smart decisions. Past achievement also serves as inspiration for staff to continue innovating and making excellent contributions to the business. Thus, previous successful experiences not only improve operational efficiency and profitability, but also promote long-term revenue growth and innovation.

Overall, increased self-efficacy in employees leads to a more productive and inventive work environment. Employees that are confident, resilient, organized, and have had previous successful experiences can make major contributions to corporate performance, including profitability, operational efficiency, revenue growth, customer satisfaction, and innovation. Strong self-efficacy is a valuable asset for firms seeking to sustain a competitive advantage and achieve long-term success in an ever-changing market.

6. The Influence of Work Motivation on Company Performance

Work motivation, which comprises internal and extrinsic motivation, clear goals, and recognition and rewards, has a substantial impact on firm performance such as profitability, operational efficiency, revenue growth, customer happiness, and innovation. Employees work with high dedication due to intrinsic motivation, which is driven by personal happiness and a desire to attain goals. Intrinsically motivated employees are more proactive, inventive, and dedicated to their jobs. This leads to enhanced operational efficiency and innovation, as staff actively seek ways to execute jobs more efficiently.

Extrinsic motivation, which is activated by incentives such as salary, bonuses, and promotions, has a substantial impact on firm performance. When employees believe their efforts are appreciated and adequately rewarded, they are more motivated to produce higher results. This rise in extrinsic drive directly correlates with higher profitability and revenue growth. Employees are more driven to provide the greatest service to consumers when given suitable incentives, which ultimately boosts customer happiness.

Clear goals are another significant factor in employee motivation, which influences organizational performance. Employees can operate more effectively and purposefully when they understand what is expected of them. Clear goals help to manage time and resources more efficiently, boosting the company's operational efficiency. Furthermore, defined goals encourage team participation, which contributes to better and faster invention.

Recognition and awards are equally essential motivators for boosting organizational success. Employees that feel acknowledged for their contributions are more satisfied and motivated to keep up their high performance levels. This appreciation might take the shape of formal awards, such as Best Employee Awards, or informal recognition, such as compliments from superiors. Employees who feel valued are more likely to be satisfied with their jobs, which leads to greater productivity, innovation, and customer satisfaction. Ultimately, this improves the company's profitability and sales growth.

Overall, strong work motivation, whether intrinsic or extrinsic, along with clear goals and appropriate recognition and rewards, results in a productive and innovative work environment. This not only improves operational efficiency and profitability, but it also drives revenue growth, increases customer satisfaction, and promotes constant innovation, all of which are critical to the company's long-term success.

Conceptual Framework

The conceptual framework is determined based on the formulation of the problem, research objectives and previous research that is relevant to the discussion of this literature research:



Figure 2. Conceptual Framework

Based on Figure 2 above, Competence, Self-Efficacy and Work Motivation have an effect on Job Satisfaction and Company Performance. However, in addition to the variables of Competence, Self-Efficacy and Work Motivation that affect Job Satisfaction and Company Performance, there are other variables that affect, including:

1) Career Development: (Latuconsina et al., 2019), (Susanto, Soehaditama, et al., 2023), (Sawitri et al., 2023).
2) Organizational Culture: (Silitonga et al., 2017), (Susanto, Simarmata, Febrian, Wahdiniawati, et al., 2024), (Ali et al., 2022), (Kahfi et al., 2022).
3) Leadership Style: (Widodo, 2017), (Siagian et al., 2023), (Djoko Setyo Widodo, P. Eddy Sanusi Silitonga, 2017), (Saputra & Mahaputra, 2022).

CONCLUSION

Based on the formulation of the problem, the results and discussion above, the conclusion of this study is that:

1. Competence affects Job Satisfaction;
2. Self-Efficacy affects Job Satisfaction;
3. Work Motivation affects Job Satisfaction;
4. Competence affects Company Performance;
5. Self-Efficacy affects Company Performance;
6. Work Motivation affects Company Performance.

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