Job Satisfaction Effectiveness

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Abstract
In any organization, human resources are very important in carrying out the activities carried out by the organization, because human resources function as a stepping stone for the organization to achieve its business success goals. This research aims to determine the influence of the work environment, integrity and work flexibility on job satisfaction with competency as an intervening variable at the Bank Indonesia Representative Office, North Sumatra Province. The results of this research are as follows: Job Flexibility has a positive and insignificant effect on Job Satisfaction with an original sample value of 0.095 and a p value of 0.316. Work Flexibility has a positive and significant effect on Competency with an original sample value of 0.427 and a p value of 0.000. Integrity has a positive and insignificant effect on job satisfaction with an original sample value of 0.085 and a p value of 0.365. Integrity has a positive and significant effect on competence with an original sample value of 0.347 and a p value of 0.002. Competency has a positive and significant effect on Job Satisfaction with an original sample value of 0.520 and a p value of 0.026. Work Environment has a positive and insignificant effect on Job Satisfaction with a value of 0.108 p value 0.272. Work Environment has a positive and significant effect on Competency with an original sample value of 0.191 and a p value of 0.032. Job Flexibility has a positive and insignificant effect on Job Satisfaction through Competency with an original sample value of 0.222 and a p value of 0.052. Integrity has a positive and insignificant effect on Job Satisfaction through Competency with an original sample value of 0.181 and a p value of 0.058. Work Environment has a positive and insignificant effect on Job Satisfaction through Competency with an original sample value of 0.100 and a p value of 0.106.

Keywords: Work Environment, Integrity, Flexibility, Competence, Job Satisfaction

INTRODUCTION

In this era of globalization, human resources are considered as a necessary resource for businesses to achieve success. Human resources are the most important asset in any business. The function of human resources (HR) is to set goals and provide support, protection, and service to various aspects related to employees in the organization (Mukminin, et al., 2019). In any organization, human resources are very important in carrying out activities carried out by the organization, because human resources function as a stepping stone for the organization to achieve its business success goals. According to Kasmir (2016), human resource management is the process of helping the community through recruitment, selection, training, development, remuneration, compensation, health, and safety, and industrial relations negotiations to severing ties with the company. co-workers to achieve business goals and increase stakeholder satisfaction. Everyone will work longer than doing anything else. A person will work side by side with several other people. Another element that affects the level of success of an organization is its work environment. Therefore, to create a comfortable work environment for workers, it must also be fostered and managed as well as possible. An unhealthy work environment can cause people to get sick more often, get stressed more quickly, have difficulty focusing, and reduce productivity. Everyone needs integrity because we are social creatures and humans first. The secret of a person's success in anything is integrity. Integrity is useful not only in a particular field of

work but also in interpersonal and family relationships. Integrity is more than just having sincere intentions; it is a positive quality. Organizations must be increasingly flexible to adapt to a competitive environment. Organizational flexibility is determined by resources that have high abilities and skills, this makes the organization have a competitive advantage so that it can win the competition. Employee job satisfaction is the sense of satisfaction they get from their work. Many groups focus on job satisfaction because it is associated with organizational and personnel conditions. Happiness shows the impact of work experiences, and high levels of dissatisfaction are useful in indicating organizational problems that need to be addressed. An employee's attitude toward their job and everything else is a good indicator of how they feel about their job.

Competency Assessment can be applied to improve or match the quality of human resources (HR). A competent professional has the qualities needed to complete the work according to the required standards. A person's competency value can be discovered and developed through competency-based evaluation, which helps make human resources competitive.

Formulation of the problem
1. Does the Work Environment have a positive and significant influence on Competence at the Bank Indonesia Representative Office, North Sumatra Province?
2. Does Integrity have a positive and significant influence on Competence at the Bank Indonesia Representative Office, North Sumatra Province?
3. Does Work Flexibility Have a Positive and Significant Influence on Competence at the Representative Office of Bank Indonesia, North Sumatra Province?
4. Does the Work Environment have a positive and significant influence on Job Satisfaction at the Representative Office of Bank Indonesia, North Sumatra Province?
5. Does Integrity have a positive and significant influence on Job Satisfaction at the Bank Indonesia Representative Office in North Sumatra Province?
6. Does Work Flexibility Have a Positive and Significant Influence on Job Satisfaction at the Representative Office of Bank Indonesia, North Sumatra Province?
7. Does Competence have a positive and significant influence on Job Satisfaction at the Bank Indonesia Representative Office in North Sumatra Province?
8. Does the Work Environment have a positive and significant influence on Job Satisfaction through Competence at the Bank Indonesia Representative Office in North Sumatra Province?
9. Does Integrity have a positive and significant effect on Job Satisfaction through Competence at the Representative Office of Bank Indonesia, North Sumatra Province?
10. Does Work Flexibility Have a Positive and Significant Influence on Job Satisfaction through Competence at the Representative Office of Bank Indonesia, North Sumatra Province?

Research purposes
1. To determine and analyze the influence of the Work Environment on Competence at the Representative Office of Bank Indonesia, North Sumatra Province.
2. To determine and analyze the influence of Integrity on Competence at the Representative Office of Bank Indonesia, North Sumatra Province.
3. To determine and analyze the influence of Work Flexibility on Competence at the Representative Office of Bank Indonesia, North Sumatra Province.

4. To determine and analyze the influence of the Work Environment on Job Satisfaction at the Representative Office of Bank Indonesia, North Sumatra Province.
5. To determine and analyze the influence of Integrity on Job Satisfaction at the Representative Office of Bank Indonesia, North Sumatra Province.
6. To determine and analyze the influence of Work Flexibility on Job Satisfaction at the Representative Office of Bank Indonesia, North Sumatra Province.
7. To determine and analyze the influence of Competence on Job Satisfaction at the Representative Office of Bank Indonesia, North Sumatra Province.
8. To determine and analyze the influence of the Work Environment on Job Satisfaction through Competence at the Representative Office of Bank Indonesia, North Sumatra Province.
9. To determine and analyze the influence of Integrity on Job Satisfaction through Competence at the Representative Office of Bank Indonesia, North Sumatra Province.
10. To determine and analyze the influence of Work Flexibility on Job Satisfaction through Competence at the Representative Office of Bank Indonesia, North Sumatra Province.

LITERATURE REVIEW
Job satisfaction
Understanding Job Satisfaction

According to Latief et al., (2019) Job satisfaction is an emotional attitude to love and enjoy one's work. This attitude is reflected in productivity, discipline and morale.

Job satisfaction is an individual's attitude towards work as a disparity between the amount of reward that workers receive and the amount they believe they should receive (Indra Yudha, 2018).

Job Satisfaction Indicators

According to Latief et al., (2019) job satisfaction indicators are:
1. Although wages and salaries are very important, they are cognitively complex and known as multidimensional factors of job satisfaction.
2. Promotions come in various forms and rewards, they have the ability to influence job satisfaction in different ways.
3. Collaborative coworkers transform job satisfaction into the simplest employee satisfaction.
4. Working conditions for job satisfaction are no different from the effects if the work group is well managed and there are no problems related to job satisfaction.

Work environment
Understanding the Work Environment

According to Latief et al., (2019) Job satisfaction is an emotional attitude to love and enjoy one's work. This attitude is reflected in productivity, discipline and morale.

According to Mulyadi (2015), the work environment is all the work facilities and infrastructure around employees who are doing work that can influence the implementation of the work.

Work Environment Indicators

Work environment indicators according to Mulyadi (2015) are as follows:
1) Facilities
2) Cleanliness

3) Lighting
4) Relationship with coworkers
5) Security

Integrity
Understanding Integrity
Integrity is a person's mindset, attitude, and movement of conscience that is manifested in speech, actions, and behavior: honest, consistent, committed, objective, brave and ready to accept risks, as well as disciplined and responsible (Abdullah, 2019).

Integrity Indicators
Integrity indicators (Abdullah, 2019), namely:
1. Honest behavior;
2. Consistent Attitude;
3. Commitment to the Organization's Vision and Mission;
4. Objective Towards Problems;
5. Dare to make decisions and be ready to accept risks;
6. Discipline and responsibility;
7. Track record;
8. Performance.

Flexibility
Understanding Work Flexibility
According to Hill et al. (in Maria Byden, 2016) flexibility can be described as "the ability of workers to make choices that affect when (timing flexibility), where (place flexibility), and how long (time flexibility) they engage in work-related tasks". Work flexibility according to Wicaksono (2019), is a company policy given by a formal or informal human resource manager related to the flexibility that occurs in the company.

Work Flexibility Indicators
According to Wicaksono (2019) the indicators of work flexibility are as follows:
a. Time flexibility: Worker flexibility to change work periods.
b. Timing flexibility: Workers' flexibility to choose their work schedule.
c. Place flexibility: Worker flexibility in selecting work locations.

Competence
Understanding Competence
According to Rahmat (2019) competence is a person's characteristic related to effective and/or superior performance in a particular work situation. Competence is said to be a basic characteristic because individual characteristics are a deep and inherent part of a person's personality that can be used to predict various specific work situations. Fauzi (2019) states that competence is a performance that leads to achieving goals completely towards the desired condition.

Competency Indicators
According to Rahmat (2019), competency indicators are:
1. Motive is something that a person consistently thinks about or wants that causes action.
2. Traits are physical characteristics and consistent responses to situations or information.

3. Self-concept is a person's attitude, values, or self-image.
4. Knowledge is information that people have in a specific field.
5. Skills are the ability to perform certain physical or mental tasks.
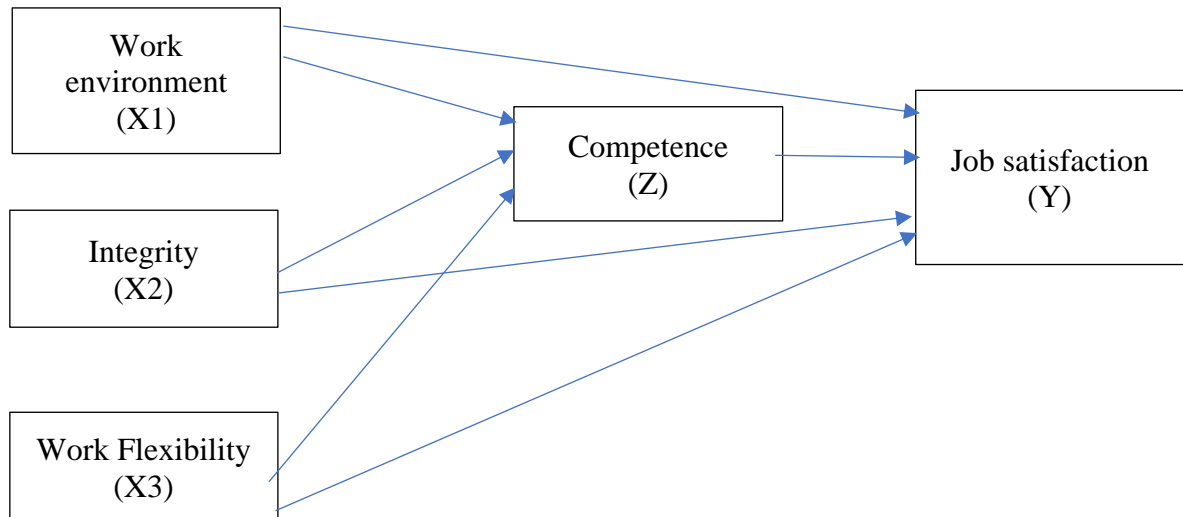
Conceptual Framework

Figure 1. Conceptual Framework

Hypothesis

H1 The work environment has a positive and significant influence on competence at the Bank Indonesia Representative Office, North Sumatra Province.

H2 Integrity has a positive and significant influence on Competence at the Representative Office of Bank Indonesia, North Sumatra Province.

H3 Work Flexibility has a positive and significant effect on Competence at the Representative Office of Bank Indonesia, North Sumatra Province.

H4 The work environment has a positive and significant influence on job satisfaction at the Bank Indonesia Representative Office, North Sumatra Province.

H5 Integrity has a positive and significant effect on Job Satisfaction at the Bank Indonesia Representative Office, North Sumatra Province.

H6 Work Flexibility has a positive and significant effect on Job Satisfaction at the Bank Indonesia Representative Office, North Sumatra Province.

H7 Competence has a positive and significant effect on Job Satisfaction at the Bank Indonesia Representative Office, North Sumatra Province.

H8 Work Environment has a positive and significant influence on Job Satisfaction through Competence at the Representative Office of Bank Indonesia, North Sumatra Province.

H9 Integrity has a positive and significant effect on Job Satisfaction through Competence at the Representative Office of Bank Indonesia, North Sumatra Province.

H10 Work Flexibility has a positive and significant effect on Job Satisfaction through Competence at the Bank Indonesia Representative Office in North Sumatra Province

Types of research

According to Sugiyono (2020), quantitative research methods are research methods based on the philosophy of positivism, used to examine certain populations or samples and

collect data using research tools, analyze quantitative or statistical data with the aim of testing predetermined hypotheses.

Population and Sample
Population
The population of this study was 70 employees of the Bank Indonesia Representative Office of North Sumatra Province and will be used by all researchers. Population is a general area consisting of objects or subjects that have certain quantities and characteristics determined by researchers to be studied and then conclusions made (Sugiyono, 2020).

Sample
The sample in this study was all the population at the Bank Indonesia Representative Office of North Sumatra Province, as many as 70 employees and the research technique used was the saturated sample technique. According to Sugiyono (2020), a sample is part of the number and characteristics of a population.

Time and Location of Research
The time of this research was conducted from September to October 2024. This research was conducted at the Representative Office of Bank Indonesia, North Sumatra Province and this research was on Jalan Balai Kota No. 4.

Data source
The data source for this study uses primary data sources at the Bank Indonesia Representative Office of North Sumatra Province. According to Sugiyono (2020), primary data is data obtained from the first source or object location which is carried out directly by researchers without going through intermediaries.

Data collection technique
The data collection technique used is a questionnaire, this questionnaire is distributed to the sample for respondents to fill in. A questionnaire is a data collection technique carried out by providing written questions or statements submitted to respondents (Sugiyono, 2020).

Structural equation modeling analysis - partial least squares
Structural Equation Modeling-Partial Least Square (SEM-PLS) is one of the classifications of the Structural Equation Modeling (SEM) method. According to Abdillah and Hartono (2015), Partial Least Square (PLS) analysis is a multivariate statistical approach that can analyze many dependent variables and several independent variables from a small sample.

The following are the steps for using PLS for data processing in this study:
Evaluation of measurement model (outer model)

Evaluation of measurement model or outer model is an evaluation of the relationship test between construct variables (indicators) and their latent variables. Evaluation of measurement model is done with validity and reliability test approach.

a. Validity test
   1) Convergent validity
   2) Discriminant validity
   3) Reliability test

In PLS-SEM, in addition to validity testing, reliability testing is also carried out. Reliability testing is used to prove the accuracy, consistency, and precision of the instrument in measuring the construct (Hamid & Anwar, 2019). Measuring the reliability of a construct with reflective indicators can be done in three ways, namely Cronbach's Alpha, Composite Reliability and average variance extracted. The Rule of Thumb for assessing construct reliability is that the Composite Reliability value must be greater than 0.70. According to Ghozali & Latan, (2015) the composite reliability value is said to be reliable if it has a value above> 0.7, for Cronbach's alpha it is said to be good if it has a value above> 0.7, and for the average variance extracted value it is said to be good if it has a value> 0.5.

Structural model evaluation (inner model)
The inner model is a structural model, based on the path coefficient value, seeing how much influence there is between latent variables with bootstrapping calculations. The evaluation is carried out by looking at the R-Square value criteria and significance values (Hamid & Anwar, 2019). There are several item components that are the criteria in assessing the structural model (inner model), namely:
a. R-Square
b. F-Square
c. Collinearity
d. Direct effect

According to Juliandi (2018), there are criteria in Direct Effect analysis, namely:
1) Path Coefficient:
   - If the path coefficient value is positive, then the influence of a variable on is in the same direction, if the value of an exogenous variable increases/rises, then the value of the endogenous variable also increases/rises;
   - If the path coefficient value is negative, then the influence of a variable on the other is in the opposite direction, if the value of an exogenous variable increases/rises, then the value of the endogenous variable decreases.
2) Probability/Significance Value (P-Value):
   - If the P-Value < 0.05, it means it is significant;
   - If the P-Value > 0.05, it means it is not significant.

e. Indirect Effect
Indirect effect analysis is useful for testing the hypothesis of the indirect influence of an influencing variable (exogenous) on the influenced variable (endogenous) which is mediated by an intervening variable (mediator variable). According to (Juliandi, 2018) there are criteria in the Indirect Effect analysis, namely:
- If the P-Value < 0.05, then it is significant (the effect is indirect), meaning that the intervening variable "plays a role" in mediating the relationship between an exogenous variable and an endogenous variable;
- If the P-Value > 0.05, then it is not significant (the effect is direct), meaning that the intervening variable "does not play a role" in mediating the relationship between an exogenous variable and an endogenous variable.

RESULTS AND DISCUSSION
Outer Model Analysis
Measurement model testing (outer model) is used to determine the specifications of the relationship between latent variables and their manifest variables, this testing includes convergent validity, discriminant validity and reliability.

Convergent Validity
This test is seen from the loading factor, the value limit is 0.7, and the value limit Average Variance Extracted (AVE) is 0.5, if it is above that value it is said to be valid. This means that the value for the indicator is said to be valid, if the indicator explains the construct variable with a value > 0.7. The structural model in this study is shown in the following figure:
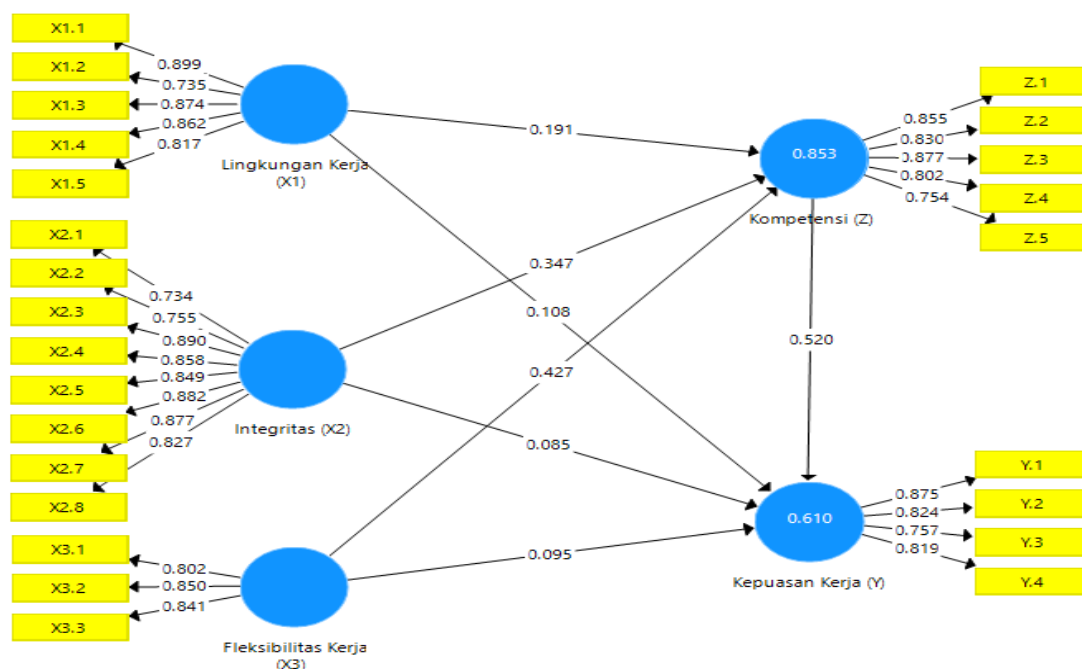
Figure 2. Outer Model
Source: Smart PLS 3.3.3.

Smart PLS output for loading factor gives the results in the following table: Outer Loadings In this study there is an equation and the equation consists of two substructures for substructure 1

$Z = b_1X_1 + b_2X_2 + b_3X_3 + e_1$
$Z = 0.191X_1 + 0.347X_2 + 0.427X_3\ e_1$
For substructure 2
$Y = b_2X_1 + b_3X_2 + b_4X_3 + b_5Z + e_2$
$Y = 0.108\ X_1 + 0.085\ X_2 + 0.095X_3 + 0.520\ Z + e_2$

Table 1. Outer Loadings

	Work Flexibility (X3)	Integrity (X2)	Job Satisfaction (Y)	Competence (Z)	Work Environment (X1)
X1.1					0.899

X1.2					0.735
X1.3					0.874
X1.4					0.862
X1.5					0.817
X2.1		0.734			
X2.2		0.755			
X2.3		0.890			
X2.4		0.858			
X2.5		0.849			
X2.6		0.882			
X2.7		0.877			
X2.8		0.827			
X3.1	0.802				
X3.2	0.850				
X3.3	0.841				
Y.1			0.875		
Y.2			0.824		
Y.3			0.757		
Y.4			0.819		
Z.1				0.855	
Z.2				0.830	
Z.3				0.877	
Z.4				0.802	
Z.5				0.754	

Source: Smart PLS 3.3.3

In table 1 above, the value of each variable is stated that the indicator in each variable is higher than 0.7, which means that each indicator item has a value higher than 0.7 so that the data is declared valid and can continue to further research.

Discriminant Validity

Further research to find out valid data in terms of Discriminate Validity, aims to find out whether the cross loading value is greater than other latent variables so as to determine the results of indicators that are highly correlated with their constructs. The following table shows the cross loading results from the validity test as follows:

Table 2. Discriminant Validity

	Work Flexibility (X3)	Integrity (X2)	Job Satisfaction (Y)	Competence (Z)	Work Environment (X1)
X1.1	0.745	0.857	0.602	0.751	**0.899**
X1.2	0.722	0.695	0.535	0.794	0.735
X1.3	0.663	0.739	0.615	0.701	0.874
X1.4	0.609	0.676	0.589	0.639	0.862

X1.5	0.750	0.771	0.633	0.700	0.817
X2.1	0.622	0.734	0.525	0.676	0.675
X2.2	0.618	0.755	0.552	0.700	0.586
X2.3	0.752	**0.890**	0.562	0.698	0.794
X2.4	0.723	0.858	0.602	0.698	0.762
X2.5	0.722	0.849	0.687	0.773	0.845
X2.6	0.761	0.882	0.605	0.777	0.772
X2.7	0.784	0.877	0.633	0.801	0.778
X2.8	0.821	0.827	0.674	0.805	0.747
X3.1	0.802	0.703	0.552	0.691	0.672
X3.2	**0.850**	0.758	0.548	0.739	0.705
X3.3	0.841	0.716	0.689	0.782	0.707
Y.1	0.705	0.734	**0.875**	0.792	0.712
Y.2	0.698	0.686	0.824	0.709	0.686
Y.3	0.398	0.390	0.757	0.424	0.371
Y.4	0.451	0.451	0.819	0.479	0.429
Z.1	0.749	0.716	0.581	0.855	0.658
Z.2	0.688	0.735	0.690	0.830	0.646
Z.3	0.751	0.795	0.663	**0.877**	0.736
Z.4	0.759	0.719	0.578	0.802	0.752
Z.5	0.717	0.701	0.669	0.754	0.743

Source: Smart PLS 3.3.3

There are cross loading factor results in table 2 and will be explained as follows: the cross loading factor of the work flexibility variable has a value that is greater than the cross loading of other latent variables, the cross loading of the integrity variable has a cross loading value that is greater than the cross loading value of other latent variables, the cross loading of the job satisfaction variable has a value greater than the cross loading on other latent variables, the cross loading of the competency variable has a value greater than the cross loading of other latent variables, the cross loading of the work environment variable has a value greater than the cross loading on other latent variables, so it can be concluded that the data is discriminantly valid.

Composite reliability
In composite reliability research to see each variable with its reliability value and if the variable value is greater than 0.60 then the research is considered reliable and if below 0.60 and 0.7 then it is not reliable there are several blocks to determine whether the research is reliable or not and valid or not including the Coranbach alpha value, composite reliability and AVE value can be seen in the table below:

Table 3. Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Work Flexibility (X3)	0.777	0.870	0.691

Integrity (X2)	0.937	0.949	0.698
Job Satisfaction (Y)	0.844	0.891	0.672
Competence (Z)	0.881	0.914	0.680
Work Environment (X1)	0.893	0.922	0.704

Source: Smart PLS 3.3.3

In table 3 above, it can be seen in the cronbach alpha column that each variable has a value greater than 0.7, which means that the reliability data for each variable. The composite reliability column has a value greater than 0.6, so it can be explained that each variable is considered reliable because the data is greater than 0.6. It can be seen from the AVE column that each variable gets a value greater than 0.7, which means that the data is valid according to AVE. All variables from the cronbach alpha column, reliability column and AVE column have values greater than 0.7 and 0.6, so they are considered reliable and valid.

Inner Model Analysis
Structural model evaluation (inner model) is conducted to ensure that the basic model created is strong and accurate. The stages of examination conducted in the primary model assessment are seen from several markers, namely:
1. Coefficient of Determination (R2)
Based on the data processing that has been carried out using the SmartPLS 3.0 program, the R Square value is obtained as follows:

Table 4. R Square Results

	R Square	Adjusted R Square
Job Satisfaction (Y)	0.610	0.586
Competence (Z)	0.853	0.847

Source: Smart PLS 3.3.3

In table 4 there is an R square value on 2 dependent variables, it will be explained, the R square of the job satisfaction variable has a value of 0.610 if it is converted into a percentage, the result is 61.0%, so it can be concluded that the influence of work flexibility, integrity, job satisfaction and competence is 0.610 or 61.0% and the rest is on other variables, there is an R square value of the competency variable of 0.853 if converted into a percentage of 85.3%, meaning the influence of work flexibility, integrity, job satisfaction on competence is 0.853 or 85.3% the rest is on other variables.

Hypothesis Testing
After assessing the inner model, the next thing is to assess the connection between idle builds as suspected in this review. Speculation testing in this review is done by looking at T-Statistics and P-Values. Speculation is announced to acknowledge whether the T-Insights value is > 1.96 and P-Values <0.05. The following are the consequences of the direct impact Path Coefficient:

Table 5. Path Coefficients (Direct Effect)

	Original Sample (O)	T Statistics (| O/STDEV |)	P Values
Work Flexibility (X3) -> Job Satisfaction (Y)	0.095	0.479	**0.316**
Work Flexibility (X3) -> Competence (Z)	0.427	3,980	**0,000**
Integrity (X2) -> Job Satisfaction (Y)	0.085	0.346	**0.365**
Integrity (X2) -> Competence (Z)	0.347	2,885	**0.002**
Competence (Z) -> Job Satisfaction (Y)	0.520	1,952	**0.026**
Work Environment (X1) -> Job Satisfaction (Y)	0.108	0.607	**0.272**
Work Environment (X1) -> Competence (Z)	0.191	1,858	**0.032**

Source: Smart PLS 3.3.3

In the direct results in table 5, the results will be explained as follows:

1. Work Flexibility has a positive and insignificant effect on Job Satisfaction with an original sample value of 0.095 and p values of 0.316. This means that the effect of work flexibility does not have much effect on job satisfaction so it is often ignored.

2. Work Flexibility has a positive and significant effect on Competence with an original sample value of 0.427 and p values of 0.000. If work flexibility increases, competence will increase, if it decreases, competence will also decrease.

3. Integrity has a positive and insignificant effect on job satisfaction with an original sample value of 0.085 and p values of 0.365. This means that integrity does not have much effect on job satisfaction, and sometimes does not have any effect.

4. Integrity has a positive and significant effect on competence with an original sample value of 0.347 and p values of 0.002. If integrity increases, competence will increase and vice versa if integrity decreases, competence decreases.

5. Competence has a positive and significant effect on Job Satisfaction with an original sample value of 0.520 and p values of 0.026. If competence increases well, job satisfaction will increase, conversely if it decreases, job satisfaction will decrease.

6. Work Environment has a positive and insignificant effect on Job Satisfaction with a value of 0.108 p value 0.272. The work environment has little influence on job satisfaction, employees will adjust to workplace conditions even if they feel uncomfortable.

7. Work Environment has a positive and significant effect on Competence with an original sample value of 0.191 and p values of 0.032. If the work environment improves well, then competence will improve well, conversely if it decreases, then competence decreases.

Table 6. Path Coefficients (Indirect Effect)

	Original Sample (O)	T Statistics (| O/STDEV |)	P Values
Work Flexibility (X3) -> Competence (Z) -> Job Satisfaction (Y)	0.222	1,631	**0.052**
Integrity (X2) -> Competence (Z) -> Job Satisfaction (Y)	0.181	1,575	**0.058**
Work Environment (X1) -> Competence (Z) -> Job Satisfaction (Y)	0.100	1,252	**0.106**

Source: Smart PLS 3.3.3

In table 6 there are indirect influences which will be explained in the following section:
1. Work Flexibility has a positive and insignificant effect on Job Satisfaction through Competence with an original sample value of 0.222 and p values of 0.052. This means that competence is not an intervening variable because it is unable to significantly influence work flexibility and job satisfaction.
2. Integrity has a positive and insignificant effect on Job Satisfaction through Competence with an original sample value of 0.181 and p values of 0.058. This means that competence is not an intervening variable because it is unable to influence integrity and job satisfaction indirectly and significantly.
3. Work Environment has a positive and insignificant effect on Job Satisfaction through Competence with an original sample value of 0.100 and p values of 0.106. This means that competence is not an intervening variable because it is unable to indirectly influence the work environment and job satisfaction significantly.

CLOSING
Conclusion
1. Work Flexibility has a positive and insignificant effect on Job Satisfaction with an original sample value of 0.095 and p values of 0.316.
2. Work Flexibility has a positive and significant effect on Competence with an original sample value of 0.427 and p values of 0.000.
3. Integrity has a positive and insignificant effect on job satisfaction with an original sample value of 0.085 and p values of 0.365.
4. Integrity has a positive and significant effect on competence with an original sample value of 0.347 and p values of 0.002.
5. Competence has a positive and significant effect on Job Satisfaction with an original sample value of 0.520 and p values of 0.026.
6. Work environment has a positive and insignificant effect on Job Satisfaction with a value of 0.108 p values 0.272.
7. Work environment has a positive and significant influence on competence with an original sample value of 0.191 and p values of 0.032.
8. Work Flexibility has a positive and insignificant effect on Job Satisfaction through Competence with an original sample value of 0.222 and p values of 0.052.
9. Integrity has a positive and insignificant effect on Job Satisfaction through Competence with an original sample value of 0.181 and p values of 0.058.
10. The work environment has a positive and insignificant effect on job satisfaction through competence with an original sample value of 0.100 and p values of 0.106.

Suggestion
1. Organizations must provide a good environment for employees so that employees feel calm and comfortable working.
2. Organizations must build employee integrity through training or seeking employees who have high integrity.
3. Organizations should be able to build employee flexibility in working.
4. Employees who have competence must be given proper attention, for the sake of the organization's progress.
5. It is hoped that this research will be used as input for organizational progress.
6. It is hoped that this research can help other researchers with the same title and can develop it further.

7. This research is expected to be used as reference material for subsequent researchers.

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