Employee performance is a decisive indicator of the success of an organization. Organizations must be able to create high employee performance to be able to maintain survival and achieve sustainable competitive advantage. This study aims to examine and analyze the effect of competence and work environment on job satisfaction and the performance of family planning counselors. The study was conducted at The National Population and Family Planning Agency (BKKBKBN) Representative in the Province of Bali with a population of KB counselors in all regencies/cities in Bali totaling 278 people, then the sample size was calculated using the Slovin technique and obtained a sample of 164 people who were taken using the Proportionate Stratified Random Sampling method. All data obtained from the distribution of the questionnaire is feasible to use and then analyzed using a structural equation model based on variance through the Partial Least Square (PLS) program.

The results showed that competent family planning counselors and a comfortable and conducive work environment were able to increase job satisfaction of family planning counselors in the province of Bali so that this condition could improve the achievement of their performance. Job satisfaction acts as a mediator on the indirect effect of competence and works environment on the performance of KB counselors. The work environment has the greatest influence on the performance of family planning counselors in the province of Bali, especially in the aspect of relations with their superiors.

**Keywords:** competence, work environment, the performance of family planning counselors, job satisfaction.

**INTRODUCTION**

Human resources is a very important asset in an organization. Human resources in an organization come from the potential of individual employees and are the basic capital for an organization in carrying out activities to achieve its objectives (Dikibo et al. 2017). The success to achieve the goals set by the organization influenced by the reliability and ability of employees to operate work units in the organization (Hameed and Waheed, 2011). The National Population and Family Planning Agency (BKKBN) as one of the public organizations tasked with implementing population control and family planning in Indonesia requires a competitive advantage in the aspect of reliability of human resources. In carrying out their duties, BKKBN has family planning counselors as human resources in the field. Family Planning Instructors are Civil Servants who meet the qualifications and competency standards and given full duties, responsibilities, authority and rights by authorized officials to carry out counseling, service, mobilization and development activities for Population, Family Planning and Family Development (KKBPK) Programs (Permenpan No. 21 of 2018).

In carrying out its duties, Bali Provincial BKKBN Representatives have not shown satisfactory results. This can be seen in the Performance Accountability Report of the Government BKKBN Representative...
Office of Provincial Bali in 2018, out of the 6 strategic targets targeted in the Strategic Plan for BKKBN Representatives of Bali Province, only 1 target has been achieved in 2018, while 5 other targets are still below the target set (in Table 1).

Table 1 Achievement of the Strategic Targets KKBPK Program of 2018

<table>
<thead>
<tr>
<th>No</th>
<th>Strategic Target</th>
<th>Target 2018</th>
<th>Result 2018</th>
<th>Percentage (%) Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Total Fertility Rate (TFR)</td>
<td>2.1</td>
<td>2.1</td>
<td>100.00%</td>
</tr>
<tr>
<td>2</td>
<td>Contraception of Prevalency Rate (CPR)</td>
<td>65</td>
<td>62.9</td>
<td>96.77%</td>
</tr>
<tr>
<td>3</td>
<td>Percentage Decrease of Unsustainability (Discontinuation) of Contraception</td>
<td>25%</td>
<td>29.60%</td>
<td>84.46%</td>
</tr>
<tr>
<td>4</td>
<td>Percentage of Family Planning Needs that are Not Met</td>
<td>8.92%</td>
<td>13%</td>
<td>68.62%</td>
</tr>
<tr>
<td>5</td>
<td>Percentage of Active KB Participants</td>
<td>46.11%</td>
<td>36.60%</td>
<td>79.38%</td>
</tr>
<tr>
<td>6</td>
<td>Number of Additional Active KB Participants (Additional Users)</td>
<td>13.427</td>
<td>7.570</td>
<td>56.38%</td>
</tr>
</tbody>
</table>

Source: BKKBN Bali Province (2018)

In the context of achieving the target organizations that have been set, it is necessary to improve employee performance, including Family Planning counselors. Dharmangeara et al. (2016) proves that good competency in employees and supported by a comfortable and conducive work environment will increase job satisfaction and ultimately have implications for improving employee performance in an organization. Kowal and Roztocki (2015) stated that one of the employee's performance influenced by individual competence. The provision of facilities and infrastructure and a work environment that supports the work of employees is also one of the factors that affect employee performance (Kiruja and Kabare, 2013).

Competence is one of the most important factors in improving employee performance. Competence needed to help organizations to create a high-performance culture. According to Tutu (2012), competence is a characteristic in a person that related to the effectiveness of individual performance in their work or basic characteristics of individuals who have a causal relationship or cause and effect with criteria that used as references, effective or excellent performance in the workplace or situation certain (Rastgoo, 2016).

Competence owned by using any individual can predict how their overall performance in an employer and is anticipated to reap desires in the organization (Hairuddin et al. 2011). Competence explains what personnel do at work at a number ranges and details the requirements of every level, identifying the characteristics of know-how and abilities wished through persons that allow them to lift out their responsibilities and responsibilities efficiently to reap professional-quality requirements at work (Khan et al., 2015).

Several empirical studies have found that competence has a positive effect on employee performance (Zaim et al., 2013; Mubarok and Putra, 2018; Berdichia and Masino, 2019). In line with these findings, Rastgoo (2016) reported that the more competent each individual in the organization, the better the performance produced to support the achievement of organizational goals. However, Khan (2018) that competent employees do not determine good work results in an organization found a different result. Likewise with research Hardi et al. (2017) and Tutu (2012). This contradiction provides clues to review the role of competence in employee performance.

Another factor that can affect employee performance is the environmental conditions in which employees carry out their work. Factors in the work environment have a large impact on employee performance. These factors play a key role in employee performance, whether high or low-performance results (Khoso et al., 2016). According to Javid and Rehman (2018), the work environment is a condition related to the characteristics of the workplace towards employee behavior and attitudes where it related to psychological changes due to things experienced in his work or in certain circumstances that must continue to notice by organizations that include work boredom, monotonous work, and fatigue (Jain and Kaur, 2014).

The work environment concerns the overall tools and materials used to work, the surrounding environment in which a person works, his work methods, and his work arrangements both as individuals and as a group. Good working environment conditions will support employee productivity, which in turn has an impact on increasing employee performance levels (Duffy et al., 2015).

Several previous studies have found that the work environment has a positive and significant influence on employee performance (Omotayo et al., 2015; Leblebici, 2012). Kiruja and Kabare (2013) who reported...
that the availability of facilities and infrastructure that support work could encourage the achievement of employee work also showed the same research results. However, Lankeshwara (2016) and Samson et al. (2015) that the physical environment at work did not show a significant effect on employee performance, found different results. Based on the explanation above, it is encouraging to re-examine the role of the work environment in improving employee performance.

In addition to competency and work environment factors that affect employee performance, job satisfaction also has an impact on improving work results (Supiadyina et al., 2019; Trivellasi et al. 2015). Saeed (2016) define job satisfaction as a positive emotional state from evaluating one's work experience. The job dissatisfaction of an employee in an organization will arise when his expectations in working not met. Employees who are satisfied with their work will be more enthusiastic about working and able to meet work targets in terms of both quantity and quality of work.

Some empirical research shows that the higher job satisfaction obtained by employees in an organization, the performance will increase (Shaju and Subhashini, 2017; Fadlallah, 2015; Adigun et al., 2017). However, these results are different from the research of Ram (2013) who found that job satisfaction does not fully affect employee performance. This contradiction provides direction for re-testing the effect of job satisfaction on employee performance.

In other studies, several empirical studies have found that competence influences on increasing employee job satisfaction (Dikibo et al., 2017; Vijayalakshmi and Yamuna, 2017; Khan et al., 2017). However, the opposite results found Hairuddin et al. (2017) who reported that the competencies possessed by individuals in an organization did not have an impact on employee job satisfaction. These results provide a clue that it is necessary to re-test the effect of competence on job satisfaction.

The results of empirical studies also found that the employee's work environment had a positive impact on employee job satisfaction (Muhammad et al., 2015; Agbozo, et al., 2017). It was further proved that a poor work environment is a major obstacle to employee job satisfaction (Bhanu and Babu, 2018; Javid and Rehman, 2018).

Based on the explanation above, this study seeks to improve the performance of family planning counselors in Bali Province. Also, this study will fill the research gap available on each effect. Thus, this study will test and explaining the effects of competence and working environments on job satisfaction and performance counselors. Besides, this study will also examine the mediating role of job satisfaction on the indirect effect of competence and work environment on the performance of family planning counselors.

LITERATURE REVIEW

Competence, Work Environment, and Job Satisfaction

Competence is a characteristic in a person related to the effectiveness of individual performance in his work or basic characteristics of individuals who have a causal relationship or cause and effect with criteria that used as a reference, effective or excellent performance at work or in a certain situation. (Zaim et al., 20).

To realize the success of programs that have set by an organization, every employee in it is required to have the required competency standards (Rastgoo, 2016).

Competence good employees can make an employee works according to his ability, causing satisfaction in itself. The results of the study of Dharmanegara et al. (2016), proving that competence has an influence on job satisfaction, if employee competency is getting better, then job satisfaction is increasing. The results are in line with research by Khan et al. (2015) who found that human resource competencies had a significant influence on job satisfaction.

Ram (2013) mention job satisfaction as a general attitude towards one's work, the difference between the number of rewards received by workers and the amount they believe they should receive. Peng et al. (2016) formulates job satisfaction as a positive and pleasant emotional state that results in the assessment of a job or work experience. According to Peng et al. (2016), defining job satisfaction is a positive emotional state that is the result of evaluating one's work experience. Thus, satisfaction is an individual evaluation of the working conditions faced by showing an enthusiastic attitude and love to interact in the organization (Supiadyina et al., 2019). Following several empirical studies found that there is a positive and significant relationship between competence and job satisfaction, the more competent the employees in carrying out their duties and work, can increase their satisfaction at work (Dikibo et al., 2017; Vijayalakshmi and Yamuna, 2017; Kowal and Roztoczk, 2015). Thus, the research hypothesis can formulated as follows:

Hypothesis 1 (H1): Competence has a positive effect on job satisfaction.

The work environment is one of the determinants of employee job satisfaction. A poor work environment is a major obstacle to employee job satisfaction (Bhanu and Babu, 2018). The work environment is a condition related to the characteristics of the place of work on employee behavior and
attitudes where it related to psychological changes due to things experienced in his work or in certain circumstances that must continue to consider by organizations that include work boredom, monotonous and exhausting work (Samson et al., 2015). Jain and Kaur (2014) divide the work environment into 3 types, namely the physical, social and mental work environment.

Previous studies have proven that a comfortable and conducive work environment will be able to increase employee satisfaction in carrying out their work (Bhanu and Babu, 2018; Muhammad et al., 2015; Agbozo, et al., 2017). Also, Javid and Rehman (2018) found factors such as facilities and equipment that support employees in working, clear work and by procedures, a good climate of communication between superiors and coworkers, fair treatment and strict regulations will affect the level employee satisfaction at work. Based on these explanations, the following research hypotheses can formulated:

Hypothesis 2 (H2): Work environment has a positive effect on job satisfaction.

Employee Performance and Factors Affecting It

Employee performance (work performance) is the employee's actual performance compared to the expected performance of the employee (Carpini et al., 2017). Expected work performance is the standard performance compiled as a reference so that employees can see the performance following their position compared to the standards made (Kuvas et al., 2016). While Tenney et al. (2016) argued that, the employee performance is the result of work achieved by someone in carrying out their daily work following their authority and responsibilities. Lin et al. (2017) said that the factors that influence employee performance, including ability, which consists of the potential ability (IQ) and the ability of reality (knowledge and skills); and motivation, which consisted of attitude an employee in facing situations work.

Kowal and Roztocki (2015) stated that one of the employee's performance influenced by individual competence. The better the competency possessed by an employee, the performance produced by the employee will also increase, which in turn can increase organizational performance (Rastgoo, 2016). Several other studies support his findings (Zaim et al., 2013; Mubarok and Putra, 2018). Based on the above explanation, Hypothesis as can formulated:

Hypothesis 3 (H3): Competence has a positive effect on employee performance.

The work environment is an important thing and needs to be a concern in improving the performance of an organization. Therefore, the situation and situation around employees at work must be maintained as well as possible so that employees will feel comfortable at work (Omotayo et al., 2015). If facilities and infrastructure that support work activities are available, it can encourage employee performance to be better (Kiruja and Kabare, 2013). Research by Leblebici (2012) found that if every individual in an organization has a good perception of the work environment, then the work performance produce would get better. Based on the description above, the research hypothesis can formulated as follows:

Hypothesis 4 (H4): Work environment has a positive effect on employee performance.

Employees with high job satisfaction will show a positive attitude towards their work. Employees will focus and be serious in carrying out their work. Shaju and Subhashini (2017) which states that there is a positive relationship between the dimensions of job satisfaction and employee performance support this. Saeed (2016) also found that there is a significant influence of job satisfaction on employee performance in the oil and gas industry. Fadallah's research (2015) also found that there was a positive and statistically significant effect between job satisfaction factors and employee performance. Other findings also support the positive influence of job satisfaction on employee performance (Trivellasa, 2015; Adigun et al., 2017). Based on the description above, the research hypothesis can formulated as follows:

Hypothesis 5 (H5): Job satisfaction has a positive effect on employee performance.

RESEARCH METHOD

This study conducted with a survey to analyze and explain the interrelationship of the variables studied. The study was conducted at the BKKBN Representative of the Province of Bali with the population of the study was counselors of Family Planning in all districts/cities in Bali with a total of 278 people. Then the sample size calculation used technique Slovin (Ferdinand, 2013) and obtained a sample of 164 people selected by the method Proportionate Stratified Random Sampling. All of the questionnaires collected by the census, the respondents' profile can be known demographically, namely: 51.2% are male, 73.8% are aged over 45 years, 70.7% have years of service over 15 years and 52, 4% have a Bachelor's degree (S1) education.

A self-completed questionnaire survey by Family Planning counselors conducted to collect empirical data in this study. The questionnaire designed based on a review of related literature. The questionnaire consisted of two parts, namely: the first section, aimed at gathering information about the demographics of respondents; and the second part aims to measure the variables studied. The steps used in this study are
adapted from several empirical studies that measure competency and work environment, and their effects on job satisfaction and instructor performance.

The questionnaire was prepared to examine the competence comprising three indicators, namely knowledge measured by three items, skills measured by three items and attitude with four items adapted from Dharmanegara et al. (2016) and Tutu (2012). This measurement carried out to measure how much competency the KB counselor has. The work environment refers to Javid and Rehman (2018), consisting of relationships with colleagues, relations between subordinates and superiors, and the availability of work facilities for employees, where each indicator is measured using 3 items. The measurement results obtained can find out how well the work environment in supporting the duties and work of family planning counselors. Furthermore, the Job Satisfaction variable studied refers to Peng et al. (2016) which consists of five indicators, namely: job satisfaction measured by 3 items, satisfaction with rewards is measured by 2 items, satisfaction with supervisor supervision is measured by 3 items, satisfaction of coworkers is measured by 3 items and promotional opportunities are measured by 3 items. This measurement carried out to as certain how much job satisfaction KB counselors in carrying out their duties and work feel. Measurement of employee performance refers to Tenney et al. (2016) which consists of five indicators, namely the quantity of work, quality of work, timeliness, attendance and the ability to work with colleagues, where each indicator is measured using 2 items. Measurements taken to ensure a picture of the performance of KB counselors.

All entries regarding respondent demographics measured on a categorical scale. Meanwhile, statement items of all constructs of variables measured using a five-point Likert scale ranging from ‘strongly disagree (1)’ to ‘strongly agree (5)’. Before the questionnaire distributed to all targets, carried out a pilot study was on the same object with a sample of 35 respondents. Data from the results of the trial then tested for validity and reliability. As per Ghozali (2009), the test results indicate that all constructs of the studied variables have good validity (correlations above 0.30) and fulfill reliability requirements (correlation Cronbach alpha above 0.60). From the results of testing the instrument, the questionnaire can distributed to all targets.

The overall data obtained e further analyzed using Partial Least Squares with Smart-PLS software. The first step in the analysis, testing the measurement model (outer model) which consists of convergent validity, discriminant validity, and reliability testing (Chin, 2010; Hair et al., 2010). Next step, test the structural model (inner model) using Q-Square predictive relevance ($Q^2$). The final step, testing hypotheses and checking mediation (Ghozali and Lathan, 2012).

**RESEARCH RESULT**

**Outer Model Evaluation The**

The first step in evaluating an outer model is the convergent validity. In evaluating convergent validity using two measurements of scores loading factor and Average Variance Extracted (AVE). The loading factor score obtained varies between 0.740 and 0.934. Following the advice of Hair et al. (2006), a construct must not have an indicator that contains a score below 0.6, not so all indicators for each construct of the studied variables have convergent validity problems. At AVE, the scores obtained ranged from 0.676 to 0.802 also showing not all constructs had convergent validity problems (AVE was > 0.5). Thus, each indicator stated to have a high level of connection on each variable.

Discriminant validity evaluated using the approach proposed by Chin (2010). This approach shows that the loading factor value of the construct measured must be higher than the cross-loadings. In this study, the factor loading value for each construct is higher than cross-loading, so it is said to meet discriminant validity.

The next outer model evaluation is to measure uni-dimensionality using composite reliability. The composite reliability scores obtained for each variable construct ranged from 0.911 to 0.928, all of which were above the stipulation value (0.70). Based on this measurement, all constructs of variables used in this study have a level of consistency that is acceptable and reliable.

**Evaluation of the Inner Model**

After confirming the robustness of the measurement model, the next step is to carry out validation that supports the theoretical model as shown in the structural model (Chin, 2010). In this study, the structural model evaluated through the Q-Square predictive relevance ($Q^2$) value. The quantity $Q^2$ has a value with a range of $0 < Q^2 < 1$, the closer to the value 1 means the better the model. The evaluation results show the value of $Q^2$ obtained at 0.8479 or honing 1.0. Thus, the results of this evaluation indicate that the structural model has a good fit (goodness of fit model). This result can interpreted that the model can explain the information contained in the data, 84.79%. Meanwhile, the remaining 15.21% explained by
errors or other variables not contained in the model. Therefore, further analysis, namely: hypothesis testing and mediation examination can continued.

**Hypothesis Testing and Mediation**

Examination Hypothesis testing is performed to determine the interrelation of competence, work environment, job satisfaction, and instructor performance. In summary, the results of hypothesis testing can presented in Table 2.

**Table 2**

<table>
<thead>
<tr>
<th>No</th>
<th>Effect</th>
<th>Path Coefficient</th>
<th>T-Statistic</th>
<th>Remark</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Competence -&gt; Work Satisfaction</td>
<td>0.367</td>
<td>4.848</td>
<td>H1 accepted</td>
</tr>
<tr>
<td>2</td>
<td>Work Environment -&gt; Work Satisfaction</td>
<td>0.395</td>
<td>5.825</td>
<td>H2 accepted</td>
</tr>
<tr>
<td>3</td>
<td>Competence -&gt; Performance Conselors</td>
<td>0.180</td>
<td>2.032</td>
<td>H3 accepted</td>
</tr>
<tr>
<td>4</td>
<td>Work Environment -&gt; Performance Conselors</td>
<td>0.313</td>
<td>3.655</td>
<td>H4 accepted</td>
</tr>
<tr>
<td>5</td>
<td>Work Satisfaction -&gt; Performance Conselors</td>
<td>0.433</td>
<td>5.189</td>
<td>H5 accepted</td>
</tr>
</tbody>
</table>

Source: Results of the analysis

Based on information from Table 2 above, the results of hypothesis testing on the effect of competence on job satisfaction show a positive path coefficient of 0.367 with $T_{statistic} = 4.848$ ($> 1.96$). Therefore, hypothesis-1 ($H_1$) is accepted. The meaning of the results obtained, that competent KB counselors would be able to increase their satisfaction in carrying out their duties and work. Similarly, the effect of the work environment on job satisfaction. The results show that hypothesis-2 ($H_2$) is accepted with a positive value of the path coefficient of 0.395 with a $T_{statistic} = 5.825$. By the results obtained, it can stated that the better and more conducive working environment for family planning counselors in Bali Province, it can increase their satisfaction in carrying out their duties and work.

Competence has proven to have a positive and significant effect on the performance of instructors. This result is shown by the positive path coefficient of 0.180 with $T_{statistic} = 2.032$ so that the hypothesis-3 ($H_3$) is accepted. These results indicate that the more competent the KB counselors in Bali Province will be able to increase the achievement of their work. Similar results also obtained on the effect of the work environment on the performance of extension. The path coefficient is positive, amounting to 0.313 with $T_{statistic} = 3.655$ These results show that the hypothesis-4 ($H_4$) received by giving a sense of getting better and conducive working environment Extension KB Bali Province, it will be able to improve the achievement of its work. Also, job satisfaction was found to have a positive and significant effect on the performance of instructors. This result is shown by the positive path coefficient of 0.433 with $T_{statistic} = 5.189$ so that the hypothesis-5 ($H_5$) is accepted. This finding gives a meaning, KB counselors who are satisfied in carrying out their duties and work will be able to increase the achievement of their work.

To clarify the results of hypothesis testing, the research results model can presented in Figure 1 below.
To provide a comprehensive insight on improving employee performance, this study examines the mediating role of job satisfaction on the indirect effect of competence on employee performance, and the indirect effect of the work environment on employee performance. Table 3 presents the calculation of direct effects, indirect effects and total effects of the study.

**Table 3**

<table>
<thead>
<tr>
<th>No</th>
<th>Variable Relationship</th>
<th>Direct Effect</th>
<th>Indirect Effect</th>
<th>Total Effect</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Competence -&gt; Work Satisfaction</td>
<td>0.367</td>
<td>-</td>
<td>0.367</td>
</tr>
<tr>
<td>2</td>
<td>Competence -&gt; Performance Counselors</td>
<td>0.186</td>
<td>0.159</td>
<td>0.339</td>
</tr>
<tr>
<td>3</td>
<td>Work Environment -&gt; Work Satisfaction</td>
<td>0.395</td>
<td>-</td>
<td>0.395</td>
</tr>
<tr>
<td>4</td>
<td>Work Environment -&gt; Performance Counselors</td>
<td>0.313</td>
<td>0.171</td>
<td>0.484</td>
</tr>
<tr>
<td>5</td>
<td>Work Satisfaction -&gt; Performance Counselors</td>
<td>0.433</td>
<td>-</td>
<td>0.433</td>
</tr>
</tbody>
</table>

The examination results found that job satisfaction was able to mediate significantly on the indirect effect of competence on employee performance with an effect of 0.159. These findings indicate that the more competent family planning counselors will be, they will be able to increase their satisfaction in carrying out their duties and work which will ultimately be able to increase the achievement of the work of Family Planning Instructors in Bali Province. However, job satisfaction is not a key mediation on the indirect effect of competence on instructor performance, because it is partial mediation.

The examination results also found that job satisfaction was able to mediate significantly on the indirect effect of the work environment on employee performance with an effect of 0.171. This finding gives meaning to the better working environment of Family Planning Instructors in the Province of Bali, will be able to increase their satisfaction in carrying out their duties, work, and ultimately be able to perform better. However, job satisfaction is not a key mediation on the indirect effect of the work environment on instructor performance, because it is partial mediation.

**Discussion**

Hypothesis test results show that competence has a positive and significant effect on job satisfaction. Family Planning Instructors who are competent in terms of knowledge, skills, and attitudes can increase their satisfaction in carrying out their duties and work, where the most dominant indicator affecting the
satisfaction of family planning instructors is skilled, individual. The results of this study supported by research by Dharmanegara et al. (2016) which proves that competence influences job satisfaction, if employee competency is getting better, then job satisfaction is increasing. Also supported by research Khan et al. (2015) who found that HR competencies had a significant influence on job satisfaction. Other studies also support the results of this study, namely Dikibo et al. (2017), Vijayalakshmi and Yamuna (2017), Kowal and Roztocki (2015) who found a positive and significant relationship between competence and job satisfaction. However, the results of this study annul the research of Hairuddin et al. (2017) who found that competence did not significantly influence job satisfaction of lecturers.

Besides, the work environment significantly influences job satisfaction. This finding proves that a comfortable and conducive work environment can increase instructor satisfaction in carrying out their duties and work. These findings confirm findings from previous studies (Muhammad et al., 2015; Bhanu and Babu, 2018; Javid and Rehman, 2014; Agbozo, et al., 2017; Bojadjiev et al., 2015; Raziaq and Maulabakhsha, 2015). The better the work environment felt by KB counselors, it could increase job satisfaction, especially feeling satisfied with the work carried out. The comfort of the work environment can increase job satisfaction of family planning counselors in Bali Province.

Hypothesis test results also show that competence has a positive and significant effect on instructor performance. The findings of this study provide a clue that the more competent KB counselors, who more reflected in the aspects of their skills, will be able to improve the achievement of their work, especially in terms of quality of work with the ability to achieve the targets charged and minimize errors in work. These findings are consistent with previous studies that show the important role of competence in instructor performance (Zaim et al., 2013; Mubarok and Putra, 2018; Rastgoo, 2016). However, the findings in this study annul the findings by Tutu (2012). Other information shows the mediating role of job satisfaction on the indirect effect of competence on instructor performance. The findings obtained can be interpreted, increasing the competence of family planning counselors who are the basis in carrying out their duties and work can give satisfaction to family planning counselors in the province of Bali so that in the end the achievement of work results is increasingly increasing. Although the mediating role of job satisfaction on the indirect effect of competence on instructor performance is not a key role (partial mediation), the role of job satisfaction as an intermediate variable or mediation can increase the effect of competence on instructor performance.

The work environment found to have a positive and significant effect on the performance of extension workers. The findings of this study provide clues that family planning counselors need a comfortable and conducive work environment in carrying out their duties and work, especially in terms of the relationship between family planning counselors and superiors so that they will be able to improve the achievement of their work. Increasing the comfort of the work environment has a direct impact on improving the performance of instructors, especially in terms of quality of work that can see from the achievement of organizational targets and the minimum error rate of family planning counselors in carrying out their duties and work. The findings of this study are in line with the results of previous studies which stated the positive influence of the work environment on employee performance (Leblebici, 2012; Omotayo et al., 2015; Kiruja and Kabare, 2013; Khoso 2016). Nevertheless, the results of this study contradict the research by Lankeshwara (2016), and Samson and Waiganko (2015) who found that the physical work environment did not significantly influence employee performance. Other information shows the mediating role of job satisfaction on the indirect effect of the work environment on instructor performance. The findings obtained can interpreted; a comfortable and conducive work environment for family planning counselors in Bali Province will be able to provide a sense of satisfaction at work so that in the end the achievement of his work is also increasing. Although the mediating role of job satisfaction on the indirect effect of the work environment on instructor performance is not a key role (partial mediation), the role of job satisfaction as an intermediate variable or mediation can magnify the effect of the work environment on instructor performance.

Meanwhile, job satisfaction found to have a positive and significant effect on the performance of family extension workers. The findings of the study provide clues, job satisfaction of KB counselors, which more reflected from feeling satisfied with the work carried out, can improve the achievement of the work of family planning counselors in the province of Bali. Especially in terms of quality of work in terms of being able to carry out work optimally with the achievement of the set targets and also the lack of error in family planning counselors in carrying out their duties and work. These results are under previous empirical findings (Saeed, 2016; Shaju and Subhashini, 2017; Fadlallah, 2015; Trivelasa, 2015; Adigun et al., 2017) that job satisfaction can increase the attainment of extension workers’ results. However, this result disallows Ram’s research (2013) which found that employees with high levels of satisfaction did not show improvement in employee performance. The
main limitation of this study was that it identified several important factors that influence employee performance in the organization. However, apart from the factors that have examined in this study, other factors that should be included in the model are leadership, organizational culture, and organizational commitment. Therefore, further research needs to include these variables in the research model.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions
The results of this study can conclude that the competence and work environment has a positive and significant effect on job satisfaction. In addition, competency, work environment, and job satisfaction can determine positively and significantly on employee performance. Other information that may conveyed is that competence and the work environment have a positive indirect effect on employee performance through the mediation of job satisfaction (partial mediation).

Suggestions
In optimizing the achievement of the performance of Family Planning Instructors in the Province of Bali, it should pay more attention to the environment in which the instructors work. In improving the comfort of the work environment, a harmonious relationship between family planning counselors and superior's needs to continually fostered, such as mutual support, understanding and establishing intensive communication. This can be continuously maintained and enhanced by carrying out activities capacity building regularly every year for Family Planning Instructors along with the ranks of the BKKBN Bali Province Representative so that communication and harmonious relations can always be maintained.

The performance improvement of KB counselors also determined by their competence, where the competency of KB counselors in Bali Province is already good. The aspect of skills is the most important factor that is very instrumental in determining the competency of family planning counselors. This can continuously improved by organizing self-development training for family planning counselors who can improve their skills in how to communicate and interact with people and solve problems in the field.

Job satisfaction is also one of the factors that determine the increase in the work of family planning counselors, where conditions in the province of Bali indicate that family planning counselors are satisfied with what they do. Job satisfaction is the most important aspect in determining job satisfaction of family planning counselors in the province of Bali, one of which is through the distribution of work provided. This can be improved by conducting routine mapping every year of the KB extension work area to see the distribution of work so that if KB counselors who have work area above two villages are found, it is necessary to carry out mutation of KB counselors from other regions and recruitment of new KB counselors.

REFERENCES


