



The Influence of Soft Skills, Work Environment, and Job Satisfaction on the Performance of Contract Employees at the Department of Culture, Gianyar Regency

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Abstract

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This study aimed to investigate the significant simultaneous and regional effects of soft skills, working conditions, and job satisfaction on the performance of contractors in the Cultural Office of Gianyar Regency. Saturated sampling was used to collect a sample of 115 contractors. Data sources included both primary and secondary sources, with both quantitative and qualitative characteristics. Data collection methods included surveillance, questions and answers, questionnaires, and sampling surveys. Data analysis used multiple linear regression. The results showed that soft skills, working conditions, and job satisfaction had a significant simultaneous and partial effect on the performance of contractors in the Cultural Office of Gianyar Regency.

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INTRODUCTION

The ability of each human resource within an organization must be utilized as effectively as possible in order to achieve optimal work performance. This research was conducted at the Department of Culture of Gianyar Regency. The Department of Culture of Gianyar Regency is a government office responsible for matters related to art, culture, museums, cultural heritage, and other activities that are consistently connected to the community, such as art development programs. In carrying out its duties and functions,

the department employs 32 civil servants (PNS) and 115 contract employees who are involved in all scheduled activities. Contract employees play an important role in achieving the institution's performance goals by assisting the duties of the civil servants.

Based on observations, it appears that the overall performance achievement of the Department of Culture of Gianyar Regency has met its targets. However, some employees still lack thoroughness in their work and fail to review their tasks after completion. There are also employees who spend work hours chatting idly or leaving the office for personal matters unrelated to their official duties. Furthermore, in today's digital era, every employee is expected to have a basic understanding of technology, particularly computer-related tasks, yet some still lack these skills and rely on others to complete their responsibilities.

The decline in the performance of contract employees can also be observed from the relatively high absenteeism rate, indicating inefficient use of time in completing their work. As a result, some tasks are not completed within the set deadlines. According to data obtained from the Department of Culture of Gianyar Regency, this decrease in performance among contract employees is caused by a lack of soft skills. Soft skills are crucial because many organizations or institutions not only require intelligent and technically capable employees but also individuals who can communicate, socialize, work hard, think critically, adapt to the work environment, and collaborate effectively with colleagues or supervisors.

Soft skills refer to an individual's ability to motivate themselves and take initiative, to understand what needs to be done and perform it well, and to handle minor issues that arise unexpectedly while remaining resilient if such problems persist. Although soft skills are personality traits inherent to an individual, they require effort and discipline to develop or change.

Research conducted by (Rina & Donard Games, 2022) and (Arodhiskara, Nuryadin, & Karmila, 2024) concluded that soft skills have a significant partial effect on employee performance. However, these findings differ from those of (Jusweldi, Tasri, & Amelia, 2022), who found that soft skills did not have a significant effect on employee performance.

Based on preliminary observations, several soft skill-related issues were identified. Contract employees were chosen as the research object because their soft skill levels—such as education and knowledge—are generally lower compared to permanent employees or civil servants (PNS), even though they have the same workload and responsibilities. Consequently, contract employees must demonstrate good performance as a form of accountability to the institution. In addition, some contract employees are assigned to positions that do not match their educational backgrounds.

Interviews with contract employees revealed that this mismatch between education and job placement has reduced their sense of responsibility toward their work. This is due to low self-confidence and fear of speaking up or expressing opinions when solving problems. Some contract employees also exhibit low responsibility because they are afraid of taking risks, leading to hesitation and self-doubt.

A lack of teamwork is another issue, as indicated by the low sense of empathy among contract employees when helping colleagues who face difficulties. Some employees tend to be indifferent and unwilling to assist others, showing a lack of compassion toward fellow workers. Another problem is that some contract employees fail

to comply with institutional regulations because they do not prioritize adherence to organizational rules.

The work environment is another crucial factor that organizations must pay attention to in maintaining their human resources. Providing a comfortable, safe, and supportive work environment is essential, as it directly affects employee productivity. A conducive workplace enhances employee performance. Studies by (Rina & Donard Games, 2022) found that the work environment has a significant and positive partial effect on employee performance. However, contrary findings were reported by (Pradipta & Suhermin, 2020), (Mutiara, 2021) and (Aniversari, 2022), who concluded that the work environment does not significantly affect performance.

Although many studies have confirmed a positive link between the work environment and employee performance, these relationships are not always consistent across organizational contexts. Differences in sample characteristics, measurement indicators, and organizational culture may contribute to the contradictory findings. For instance, studies conducted in private-sector organizations often emphasize physical and technological aspects of the work environment, while research in public institutions tends to highlight bureaucratic and relational factors. Therefore, it is essential to critically assess how contextual conditions mediate the impact of the work environment on employee performance, rather than assuming a uniform effect across all settings.

Observations at the Department of Culture of Gianyar Regency indicate that the current work environment is still less than ideal. Poor lighting conditions are evident, with several lights not replaced due to the absence of technical staff. The air quality in the rooms is poor because air conditioning systems are not functioning optimally, and not all rooms are equipped with them. Noise from vehicles also contributes to discomfort. The layout of the office is disorganized, making it difficult for employees to move freely and work comfortably. Limited space further constrains mobility, as the arrangement of furniture and workstations has not been properly managed, resulting in cramped conditions.

Additionally, interviews with several contract employees revealed that the relationship between supervisors and subordinates is sometimes strained. Some supervisors fail to appreciate their subordinates' hard work, which diminishes motivation. Conflicts among coworkers also occur due to differing opinions, creating disharmony in the workplace.

Job satisfaction reflects an individual's feelings toward their job, as seen through their attitudes toward work and all aspects of the work environment. (Pradipta & Suhermin, 2020) and (Mutiara, 2021) found that job satisfaction has a positive and significant partial effect on employee performance. However, (Tarjo, 2019) found otherwise, concluding that job satisfaction does not significantly affect performance.

Individuals with high job satisfaction exhibit positive attitudes toward their work, while those who are dissatisfied tend to show negative attitudes. Based on interviews with contract employees at the Department of Culture of Gianyar Regency, some expressed dissatisfaction due to being assigned to positions unrelated to their educational backgrounds, making it difficult to perform their tasks effectively. This lack of alignment has led to disinterest in their jobs.

Decreasing job satisfaction is also reflected in the tendency of contract employees to work half-heartedly, often procrastinating and allowing tasks to accumulate. In

addition, the lack of recognition or appreciation from supervisors and colleagues has further diminished job satisfaction.

Based on the above issues and the differences found in previous studies, it is therefore necessary to conduct research on “The Influence of Soft Skills, Work Environment, and Job Satisfaction on the Performance of Contract Employees at the Department of Culture of Gianyar Regency.”

LITERATURE REVIEW

The Influence of Soft Skills, Work Environment, and Job Satisfaction on Employee Performance

To achieve organizational or company goals efficiently and effectively, it is important to focus on improving employee performance through soft skills, the work environment, and job satisfaction. Soft skills are essential competencies in the workplace, including the ability to motivate oneself, regulate one’s own emotions and those of others, manage frustration, maintain emotional balance, and other crucial aspects. Individuals with strong soft skills can manage their emotions effectively in the workplace, which positively affects their performance.

Another factor that influences employee performance is job satisfaction. Job satisfaction impacts employee performance because the more satisfied employees are with their income, promotion opportunities, coworkers, supervisors, and the job itself, the better their performance in terms of quality, quantity, and timeliness (Aniversari, 2022).

A study conducted by (Setiani & Febrian, 2023) concluded that job training, the work environment, and job satisfaction have a simultaneous positive and significant effect on employee performance. Another study by (Arodhiskara, Nuryadin, & Karmila, 2024) showed that hard skills and soft skills simultaneously have a significant influence on the performance of employees at the Department of Agriculture, Marine and Fisheries in Parepare City. Based on previous research findings, the following hypothesis can be formulated:

H1: Soft skills, work environment, and job satisfaction have a simultaneous positive and significant influence on the performance of contract employees.

The Influence of Soft Skills on Employee Performance

Soft skills play a very important role in influencing employee performance in the workplace. Soft skills refer to personal abilities that involve aspects such as communication, leadership, teamwork, adaptability, empathy, and creativity. Individuals with high emotional intelligence tend to perform better. Soft skills are essential in the professional world, as many companies evaluate employee performance based on the soft skills each individual possesses (Maulana & Mulyaningrum, 2024).

Most previous studies on soft skills and performance employed cross-sectional designs, which limit the ability to observe behavioral changes over time. Moreover, the operationalization of “soft skills” varies widely across studies—some use self-assessment, others use managerial evaluation—potentially leading to measurement inconsistencies. Future studies should therefore incorporate longitudinal or mixed-method approaches to capture the developmental nature of soft skills more accurately.

Research by (Rina & Donard Games, 2022) and (Arodhiskara et al., 2024) concluded that soft skills partially have a significant effect on employee performance. Based on these theoretical statements and previous research, the following hypothesis can be formulated:

H2: Soft skills have a partially positive and significant influence on the performance of contract employees.

The Influence of Work Environment on Employee Performance

If an organization can provide a good working environment, employees will be more enthusiastic about their work, have high morale, and a strong sense of responsibility in carrying out their tasks professionally and reliably. When these conditions are met, employee performance can be considered high.

Studies conducted by (Rina & Donard Games, 2022) and (Setiani & Febrian, 2023) found that the work environment partially has a positive and significant influence on employee performance. Based on these theoretical and empirical findings, the following hypothesis can be proposed:

H3: The work environment has a partially positive and significant influence on the performance of contract employees.

The Influence of Job Satisfaction on Employee Performance

According to Sutrisno (2019:74), job satisfaction is an employee's attitude toward their job, which relates to working conditions, coworker relationships, rewards received, and factors involving both physical and psychological aspects. This attitude is the result of various individual responses to job-related factors, personal adaptation, and social relationships outside of work, which together form a general individual attitude toward their job. However, some researchers argue that job satisfaction does not always translate into higher performance. The causal direction can also be reversed, where employees who perform well tend to feel more satisfied as a result of recognition and achievement. This perspective, supported by the *reverse causality* argument in organizational behavior literature, implies that the relationship between satisfaction and performance may be reciprocal rather than linear.

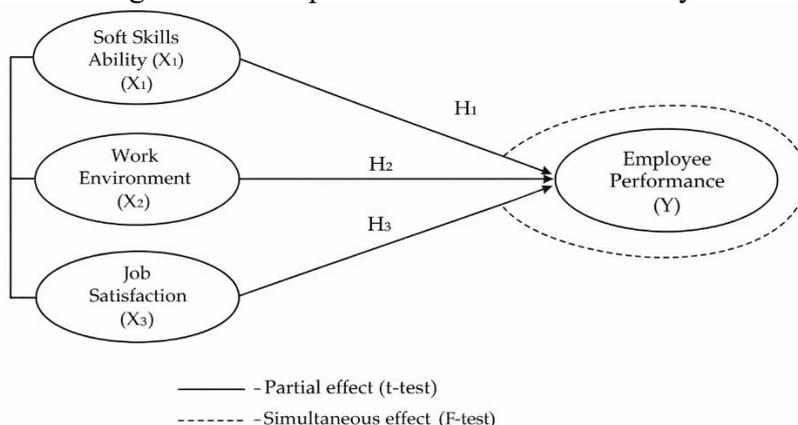
Research by (Pradipta & Suhermin, 2020), (Mutiarra, 2021), and (Setiani & Febrian, 2023) concluded that job satisfaction partially has a positive and significant effect on employee performance. Based on these theoretical and empirical findings, the following hypothesis can be formulated:

H4: Job satisfaction has a partially positive and significant influence on the performance of contract employees.

Conceptual Framework

The conceptual framework used in this study is as follows:

Figure 1. Conceptual Framework of the Study



Source: Literature review and previous research findings

RESEARCH METHODS

In this study, the researcher employed a quantitative research design. The research was conducted at the Department of Culture of Gianyar Regency, located on Jalan Kebo Iwa, Gianyar District, Gianyar Regency. The object of this research includes soft skills, work environment, job satisfaction, and the performance of contract employees at the Department of Culture of Gianyar Regency. The population in this study consists of contract employees at the Department of Culture of Gianyar Regency, totaling 115 individuals. Based on this, the respondents in the study are all contract employees at the Department of Culture of Gianyar Regency, amounting to 115 people. The sampling technique used in this research is the saturated sampling method. The data analysis technique used in this study is multiple linear regression analysis.

The use of saturated sampling is justified because the total population of contract employees is relatively small and manageable, allowing all members to be included as respondents. This approach ensures comprehensive data representation and reduces sampling error. Nevertheless, the method assumes full participation from the entire population; thus, non-response or incomplete data could introduce potential bias that needs to be acknowledged.

RESULT AND DISCUSSION

Table 1. Instrument Test Results

Variable	Validity		Reliability	
	Correlation Coefficient	Information	Cronbach Alpha	Information
Soft Skills	>0,30	Valid	0,846	Reliable
Work Environment	>0,30	Valid	0,922	Reliable
Job Satisfaction	>0,30	Valid	0,812	Reliable
Employee Performance	>0,30	Valid	0,788	Reliable

Source: processed data, 2025

The statements in the research instrument are valid and reliable to be used as research instruments.

Classical Assumption Test

Table 2. Results of Normality Test

Unstandardized Residual	
N	115
Asymp. Sig. (2-tailed)	.067 ^c

Source: processed data, 2025

Table 3. Results of Multicollinearity Test

Model	Unstandardized Coefficients		Strandardized Coefficients Beta	t	Sig.	Collinearity	
	B	Std. Error				Toletance	VIF
1 (Constant)	1.078	1,483		.727	.469		
X1	.480	.052	.552	9.278	.000	.981	1.019
X2	.185	.031	.350	5.881	.000	.979	1.021
X3	.321	.051	.369	6.244	.000	.995	1.005

a. Dependent Variable: Y

Source: processed data, 2025

There is no indication of multicollinearity in the regression model. The results of the heteroscedasticity test can be seen as follows:

Table 4. Results of Heteroscedasticity Test

Model	Unstandardized Coefficients		Strandardized Coefficients Beta	t	Sig.
	B	Std. Error			
1 (Constant)	2.406	0.992		2.424	0.017
X1	-0.034	0.035	-0.092	-0.980	0.329
X2	0.021	0.021	0.092	0.983	0.328
X3	-0.063	0.034	-0.170	-1.824	0.071

a. Dependent Variable: abs_res

Source: processed data, 2025

There is no indication of heteroscedasticity in the regression model.

Multiple Linear Regression Analysis

Table 5. Summary of Multiple Linear Regression Analysis Results

Model	Unstandardized Coefficients		Strandardized Coefficients Beta	t	Sig.
	B	Std. Error			
1 (Constant)	1.078	1.483		.727	.469
X1	.480	.052	.552	9.278	.000
X2	.185	.031	.350	5.881	.000

X3	.321	.051	.369	6.244	.000
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a. Dependent Variable: Y

Source: processed data, 2025

It is known: $Y = 1.078 + 0.480(X1) + 0.185(X2) + 0.321(X3)$

Based on the obtained results, the following interpretations can be made:

- The constant $a = 1.078$ means that if there is no influence from soft skills, work environment, and job satisfaction, then the average performance of contract employees is 1.078.
- The coefficient $b1 = 0.480$ indicates that if soft skills increase by one unit, then the average performance of contract employees will increase by 0.480.
- The coefficient $b2 = 0.185$ means that if the work environment improves by one unit, the average performance of contract employees will increase by 0.185.
- The coefficient $b3 = 0.321$ indicates that if job satisfaction increases by one unit, then the average performance of contract employees will increase by 0.321.

Coefficient of Determination Analysis :

Table 6. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.784 ^a	.614	.604	1.57259

a. Predictors: (Constant), X3, X1, X2

Source: processed data, 2025

The contribution of variable X to variable Y is 60.4%, while the remaining 39.6% is influenced by other factors.

F-Test Statistical Analysis

Table 7. Results of the Simultaneous Significance Test (F_{-test}) in the ANOVA Table

Anova					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	437.440	3	145.813	58.961	.000 ^b
Residual	274.508	111	2.473		
Total	711.948	114			

a. Dependent Variable: Y

b. Predictors: (Constant), X3, X1, X2

Source: processed data, 2025

t-Test Statistical Analysis

Table 8. Results of Partial Significance Test (t-test)

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
1 (Constant)	1.078	1.483		.727	.469
X1	.480	.052	.552	9.278	.000
X2	.185	.031	.350	5.881	.000
X3	.321	.051	.369	6.244	.000

a. Dependent Variable: Y

Source: processed data, 2025

Based on the analysis results, it is proven that:

- a. $t_{1\text{-calculated}} = 9.278 > t_{\text{table}} = 1.660$, H_0 is rejected and H_a is accepted.
- b. $t_{2\text{-calculated}} = 5.881 > t_{\text{table}} = 1.660$, H_0 is rejected and H_a is accepted.
- c. $t_{3\text{-calculated}} = 6.244 > t_{\text{table}} = 1.660$, H_0 is rejected and H_a is accepted.

Interpretation of Research Results

The Influence of Soft Skill Ability, Work Environment, and Job Satisfaction on Employee Performance

Soft skill ability, work environment, and job satisfaction simultaneously have a positive and significant effect on the performance of contract employees. Improving soft skill ability, work environment, and job satisfaction will positively and significantly influence the performance of contract employees. The good performance of contract employees at the Department of Culture of Gianyar Regency is meaningful because it affects the individual actions that contract employees will carry out, such as delays in meeting deadlines or tasks that must be completed. Therefore, the soft skills of each contract employee must be trained, either through training or other activities that improve the soft skills of each contract employee, because the tasks performed by employees are interconnected; if one task experiences a delay, other tasks will also be hindered. This will result in a poor work environment as everyone may be affected or impacted by the delays in the performance of other employees. Job satisfaction will occur when each task produces maximum results. This will produce positive figures in the community because the performance of contract employees will appear good or optimal.

This research result aligns with the research conducted by (Setiani & Febrian, 2023), which states that job training, work environment, and job satisfaction simultaneously have a positive and significant effect on employee performance. The research by (Arodhiskara et al., 2024) also shows that hard skills and soft skills simultaneously have a significant effect on employee performance.

The Influence of Soft Skill Ability on Employee Performance

Soft skill ability has a positive and significant partial effect on the performance of contract employees. Soft skill ability aims to produce human resources capable of carrying out tasks well. Especially in every task or activity carried out by the Department of Culture of Gianyar Regency related to the community, if the performance shown is poor, the community tends to perceive that the soft skills of the employees are inadequate.

Soft skills are essential qualities that employees should have when performing their duties. Soft skills can be developed through training and coaching to maximize the performance of contract employees. This research result aligns with the research conducted by (Rina & Donard Games, 2022), (Jaya & Rosadi, 2022), and (Arodhiskara et al., 2024) which state that soft skills partially have a significant effect on employee performance.

The Influence of Work Environment on Employee Performance

The work environment has a positive and significant partial effect on the performance of contract employees. The work environment is a condition around the workplace that can provide a sense of security while working. With a safe work environment, employees are more obedient in carrying out their duties. A supportive work environment will improve employee performance. The existence of innovation in the work environment will result in good performance among contract employees. Conversely, a poor work environment and inadequate facilities can affect an employee's performance. Employees who feel unsafe at work tend to be lazy to come to the office and are not punctual in completing assigned tasks. This research result aligns with the studies conducted by (Rina & Donard Games, 2022) and (Setiani & Febrian, 2023), which state that the work environment partially has a positive and significant effect on employee performance.

The Influence of Job Satisfaction on Employee Performance

Job satisfaction has a positive and significant effect on the performance of contract employees at the Department of Culture of Gianyar Regency. One factor that increases employee performance is the job satisfaction of the employees themselves. Job satisfaction refers to an individual's attitude towards their job. A person with a high level of job satisfaction shows a positive attitude towards work, which increases performance. Therefore, every contract employee at the Department of Culture of Gianyar Regency must have good job satisfaction, which will encourage the performance of all employees. Of course, this should not only be owned by one or two employees because every task is interconnected. This research result aligns with the research conducted by (Pradipta & Suhermin, 2020), (Mutiar, 2021), and (Setiani & Febrian, 2023), which states that job satisfaction partially has a positive and significant effect.

This study is limited to one government institution within a single regional context, which may affect the generalizability of the findings. Furthermore, the cross-sectional design restricts the ability to capture long-term effects or changes in employee behavior over time. Future research could expand the scope to include different organizational types or employ a longitudinal design to assess the sustainability of soft skills and job satisfaction effects. Incorporating qualitative interviews may also provide deeper insights into the contextual nuances of employee motivation and workplace dynamics.

CONCLUSION

- a. Soft skill ability, work environment, and job satisfaction simultaneously have a positive and significant effect on the performance of contract employees.
- b. Soft skill ability partially has a positive and significant effect on the performance of contract employees.

- c. Work environment partially has a positive and significant effect on the performance of contract employees.
- d. Job satisfaction partially has a positive and significant effect on the performance of contract employees.

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