

THE INFLUENCE OF COMPETENCE AND WORK MOTIVATION ON EMPLOYEE PERFORMANCE THROUGH JOB SATISFACTION AS AN INTERVENING VARIABLE AT THE PATUMBAK DISTRICT OFFICE

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Abstract

This study aims to determine and analyze the influence of competence and work motivation on employee performance, both directly and indirectly through job satisfaction as an intervening variable at the Patumbak Subdistrict Office. The research applies a quantitative approach using path analysis. The sample consisted of 25 employees of the Patumbak Subdistrict Office, with data collected through a questionnaire. The results show that partially, both competence and work motivation have a positive and significant effect on employee performance, as well as on job satisfaction. Furthermore, job satisfaction also has a significant positive effect on employee performance. The path analysis results show that the direct effect of competence on performance (0.742) is greater than its indirect effect through job satisfaction (0.473), while work motivation also has a larger direct effect (0.866) than its indirect effect via job satisfaction (0.555). These findings indicate that job satisfaction plays a role as a partial intervening variable. Therefore, efforts to improve employee performance at the Patumbak Subdistrict Office should focus on strengthening competence and work motivation directly, accompanied by creating a work environment that supports job satisfaction.

Keywords: Competence, Employee Performance, Job Satisfaction, Work Motivation.

A. INTRODUCTION

Employee performance is a crucial factor in determining the quality of public services in the government sector. In this context, the Patumbak Sub-district Office is the focus of this research due to its vital role in providing services to the public. Competence and work motivation are identified as two primary factors influencing employee performance. Competence reflects an individual's ability to complete tasks, while work motivation provides the impetus to perform better. Job satisfaction, as an intervening variable, mediates the relationship between competence and work motivation on employee performance.

The background to this research is based on a phenomenon occurring at the Patumbak Sub-district Office, where differences in employee performance are influenced by levels of competence, work motivation, and job satisfaction. Some employees demonstrate optimal performance by providing fast, accurate, and responsive service, while others experience delays in administrative processes and trigger complaints from the public.

Employee competence is the dominant factor explaining these performance differences. Employees with high competence are able to adapt quickly to policy changes and technological advances, thus enabling them to carry out their duties effectively. Conversely,

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employees with low competence often experience difficulties in completing their tasks, especially when faced with increasingly complex work demands.

Work motivation also plays a crucial role in determining employee performance. Employees with high work motivation tend to be more proactive, take initiative, and are committed to achieving organizational goals. Meanwhile, employees with low motivation often exhibit a passive attitude, lack initiative, and are less concerned about achieving organizational performance.

Job satisfaction is also a crucial factor influencing employee motivation and performance. Employees who are satisfied with their work environment, reward system, and support tend to demonstrate better performance. Conversely, employees who feel underappreciated or face a disproportionate workload often experience decreased motivation and performance.

In the government sector, employee performance plays a crucial role in determining the quality of public services provided to the public. For example, at the Patumbak District Office, optimizing employee performance not only impacts the smooth running of administrative processes but also the effectiveness of public policy implementation. Therefore, efforts to improve employee performance are imperative for every government agency to ensure responsive, transparent, and high-quality services to the public.

This study aims to analyze the influence of competence and work motivation on employee performance, with job satisfaction as an intervening variable at the Patumbak District Office. This title was chosen based on the urgency to deeply understand how competency and work motivation influence employee performance, as well as the role of job satisfaction as an intervening factor in this relationship. By examining the relationship between these variables, this study is expected to provide strategic recommendations for the management of the Patumbak District Office in managing human resources more effectively. Furthermore, the results of this study are expected to serve as a reference for increasing employee productivity and improving the quality of public services, ultimately enabling them to optimally meet the expectations and needs of the community.

B. LITERATURE REVIEW

Competence

Competence is an ability encompassing knowledge, attitudes, and skills that employees must possess. According to Mitchell (2019:4) (in Nur Zalni Ratasya, Roslina Alam, and Arifin: 2025), competence is a person's basic characteristics that demonstrate how they think, behave, and act, as well as draw conclusions that can be implemented and maintained at a specific time. The definition of competence has several meanings. For example, the basic characteristic of competence is a deep, inherent part of a person's personality that exhibits predictable behavior across various work tasks.

Employees with high competence tend to be more productive, able to work independently, and can make significant contributions to the organization. Competent employees are able to adapt to policy changes and technological developments, thereby increasing efficiency in providing public services.

Competence Dimensions

- Task skills: The ability to carry out routine tasks according to workplace standards.
- Task management skills: The ability to manage different tasks simultaneously.
- Contingency management skills: The ability to respond to and manage unexpected problems.

- Job role environment skills: The ability to collaborate and adapt to the work environment.
- Transfer skills: The ability to apply competencies to different situations.

Competency Indicator Definitions

Competency indicators are measuring tools, scales, or criteria used to evaluate and assess a person's ability to perform a task. In both education and the workplace, these indicators serve as a description of the basic competencies an individual must possess to perform a task or job effectively.

Work Motivation

According to Maruli Tua Sitorus (2020) (in Catri Jintar: 2023), work motivation stems from a person's desires, which can inspire enthusiasm and desire, and help direct and maintain behavior to achieve goals or desires consistent with the scope of work. Work motivation is an internal drive that drives a person to exert all their effort to achieve a specific goal. A person's motivation stems from needs, desires, and the urge to act to achieve a goal or need. The level of drive, effort, intensity, and readiness to sacrifice to achieve a goal indicates the strength of their motivation and enthusiasm, which in turn influences their performance level.

- Elements of Work Motivation
- Performance
- Rewards
- Challenges
- Responsibilities
- Development, and
- Opportunities

Factors Influencing Work Motivation

- Internal (personal needs or individual expectations) and
- External (everything outside the individual)
- Impact of Work Motivation
- Improving Employee Performance
- Job Satisfaction and
- Organizational Well-Being

Employee Performance

Performance is an outcome that can be assessed by an employee in carrying out their work. This can be explained based on the opinions of Mangkuprawira (2014), Marbun & Jufrisen (2022) (in Hendry Wijaya et al., 2024). Employee Performance is the result of a specific work process planned at the time and place of the employee and the organization concerned. Optimal employee performance will increase work productivity, service effectiveness, and public satisfaction with public services. Conversely, poor performance can hinder the achievement of organizational goals, cause inefficiencies in service delivery, and reduce the credibility of government agencies in the eyes of the public.

Aspects of Employee Performance

- Work Quality
- Work Quantity
- Efficiency
- Commitment

Employee Performance Indicators

Employee performance indicators are measures or benchmarks used to evaluate how well an employee performs their duties and responsibilities according to predetermined targets or criteria. Purpose of Employee Performance Indicators

- To measure performance achievement objectively
- to increase work productivity and efficiency
- to serve as a basis for employee performance evaluation
- to encourage self-improvement and development
- to increase accountability and transparency
- to align employee performance with organizational goals
- to provide constructive feedback and
- to increase employee motivation and engagement

Job Satisfaction

Job satisfaction is an emotional state of enjoyment and love for one's job, encompassing feelings of joy, fulfillment, and motivation in carrying out one's work and responsibilities. According to Umar (2011) (in Rizal Nabawi 2019), job satisfaction is a person's feelings and assessment of their job, particularly regarding working conditions, in relation to whether the job meets their expectations, needs, and desires. It can be concluded that job satisfaction is a pleasant psychological state experienced by workers in a work environment due to adequate fulfillment of their needs.

Factors of Job Satisfaction

Many factors influence employee satisfaction within a company. According to Herzberg, Ardana et al. (2013) (in Sukarta Atmaja: 2022), the factors influencing job satisfaction are:

- Compensation
- Promotion
- Physical environment
- Non-physical environment
- Job characteristics

Impact of Job Satisfaction

Job satisfaction is an employee's positive or happy feelings about various aspects of their job, such as the work environment, employee relationships, achievements, and promotions.

- Strategies to Increase Job Satisfaction
- Provide rewards and recognition for employee performance.
- Create a positive and inclusive work culture.
- Provide self-development and training programs.
- Improve effective communication between management and employees.
- Provide work flexibility according to employee needs.

C. RESEARCH METHODOLOGY

According to Sugiyono (2019:2), a research method is a scientific way to obtain data for specific purposes and uses. This research applies a quantitative approach, focusing on data analysis using statistical methods that are empirical, objective, measurable, rational, and systematic. According to Arikunto (in Muhammad Irfan Syahroni 2022), quantitative research methods involve collecting, displaying, and interpreting data using numbers, tables, graphs, charts, images, or other displays to strengthen the position of the data being analyzed.

This research employed a quantitative approach with path analysis. The study population was all employees of the Patumbak Sub-district Office (31 people), with a saturated sample (the entire population). Data were collected through a questionnaire and analyzed using

SPSS. Validity and reliability tests were used to ensure data quality. Data analysis included normality tests, multicollinearity tests, heteroscedasticity tests, autocorrelation tests, and hypothesis tests (t-tests and F-tests).

D. RESULT AND DISCUSSION

This chapter describes the results of data analysis obtained through the distribution of closed-ended questionnaires to employees at the Patumbak District Office. The primary focus of this study is to analyze the influence of Competence (X1) and Work Motivation (X2) on Employee Performance (Y), with Job Satisfaction (Z) as an intermediary variable. The data is presented in a structured manner, beginning with respondent identity, descriptions of each variable, instrument validity and reliability tests, classical assumption tests, and hypothesis testing. The analysis process was conducted using SPSS version 25 software to ensure accurate and scientific results.

This study involved 31 respondents who were active employees at the Patumbak District Office, both contractual and civil servant (ASN). Based on gender, the majority of respondents were male (16 respondents) (51.6%), while 15 were female (48.4%). This indicates that male employees are quite dominant in public service activities within the Patumbak District Office.

In terms of age, the majority of respondents were between 36 and 45 years old (11 respondents) (35.5%), followed by 10 respondents aged 20–35 (32.3%), and the remaining 10 respondents over 45 (32.3%). This age composition indicates that employees at the Patumbak Sub-district Office are dominated by those in their productive and mature work experience phase, thus offering significant potential to contribute optimally to improving public service performance within the sub-district.

Meanwhile, based on their highest educational level, the majority of respondents had a bachelor's degree (S1) (14 respondents) (45.2%). Other respondents included 7 D3 (22.6%), 6 high school (19.4%), and 4 master's (12.9%). This data indicates that the majority of employees at the Patumbak Sub-district Office have higher educational backgrounds, which can be an important asset for developing competencies, enhancing professionalism, and supporting the effective implementation of government duties within the sub-district.

Validity Test

Based on the validity test results for the competency (X1), work motivation (X2), job satisfaction (Z), and employee performance (Y) variables, it can be concluded that all are valid because each calculated r value indicates a value greater than r table. Therefore, in this research questionnaire, the data for variable X1, consisting of 10 statement items, variable Z, with 8 statement items, and variables X2 and Y, each with 10 statement items, are all declared to meet the validity requirements.

Reliability Test

Table 1. Reliability Test Results

<i>Variabel</i>	<i>Nilai Cronbach's Alpha</i>	<i>N of Items</i>	<i>Result</i>
Competence (X1)	0,824	10	Meets Reliable Requirements
Work Motivation (X2)	0,792	9	
Job Satisfaction (Z)	0,891	8	

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Employee Performance (Y)	0,911	9
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Table 2. Results of the Kolmogorov-Smirnov Test for Normality

<i>One-Sample Kolmogorov-Smirnov Test</i>		
		Unstandardized Residual
N		31
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	4.78441093
Most Extreme Differences	Absolute	.146
	Positive	.086
	Negative	-.146
Test Statistic		.146
Asymp. Sig. (2-tailed)		.181 ^c
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		

Source: Researcher Data Processing Results, 2025

Based on the results of the One-Sample Kolmogorov-Smirnov Test, the Asymp. Sig. (2-tailed) value was $0.138 > 0.05$, thus concluding that the residual data in this study are normally distributed. Furthermore, the Test Statistic value of 0.146 indicates no deviations in this study. With a sample size of 31 respondents, and a residual mean of 0.0000000 with a standard deviation of 4.784, these results confirm the conclusion that the data in this study's regression model meets the assumption of normality.

Multicollinearity Test

Table 3. Multicollinearity Test Results

Model	Coefficients ^a					Collinearity Statistics	
	Unstandardized Coefficients		Standardized Coefficients		Sig.	Tolerance	VIF
	B	Std. Error	Beta	t			
1 (Constant)	3.479	5.460		.637	.529		
Competence	.129	.127	.146	1.014	.319	.745	1.342
Work	.582	.200	.534	2.908	.007	.455	2.198
Motivation							
Job	.188	.179	.188	1.049	.304	.476	2.103
Satisfaction							

a. Dependent Variable: Employee Performance

Source: Researcher Data Processing Results, 2025

Based on the results of the multicollinearity test above, it was found that each tolerance value of variable X1 was 0.745, variable X2 was 0.455, and variable Z was 0.476, which means that the value is > 0.10 . Meanwhile, for the VIF value, each value of variable X1 was 1.342, variable X2 was 2.198, and variable Z was 2.103, which means that the value was $<$

10. So it can be concluded that the variables of competence, work motivation, and job satisfaction are considered to independently explain the variability of employee performance variables, so that there are no symptoms of multicollinearity in this study.

Heteroskedastisitas Test

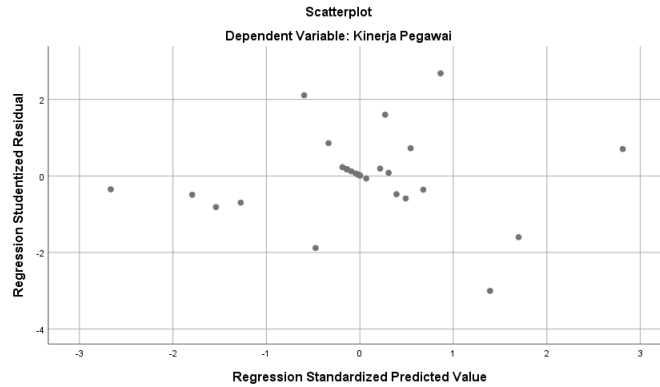


Figure 1. Scatterplot Heteroscedasticity Test Results
Source: Researcher's Data Processing Results, 2025

Based on observations of the scatterplot graph in the test above, it can be concluded that the regression model does not show any indication of heteroscedasticity. This is evident from the random and even distribution of residual points around the horizontal line without forming any specific pattern such as spread, tapering, or wavy. Therefore, it can be concluded that the regression model in this study meets the assumption of homoscedasticity.

Autocorrelation Test

Table 4. Autocorrelation Test Results

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.765 ^a	.586	.540	2.41160	1.569

a. Predictors: (Constant), Job Satisfaction, Competence, Work Motivation
b. Dependent Variable: Employee Performance

Source: Researcher Data Processing Results, 2025

Thus, the Durbin Watson value is obtained as follows:

Table 5. Test Results: No Autocorrelation

N	DW	dL	dU	4-dL	4-dU
31	1,569	1,229	1,650	2,771	2,350

Source: Durbin-Watson (DW) Table, $\alpha = 5\%$

Description:

- n: Number of samples
- d: Durbin-Watson
- dL: Lower limit of Durbin-Watson
- dU: Upper limit of Durbin-Watson

Based on the data processing results, the Durbin-Watson (DW) value was 1.569 with a sample size (n) of 31. Based on the Durbin-Watson distribution table, the lower limit (dL) value was 1.229, the upper limit (dU) value was 1.650, the 4-dU value was 2.771, and the

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4-dL value was 2.350. Compared to the DW value of 1.569, the DW value is in the range between dU and 4-dU ($1.229 < 1.569 < 2.350$). Based on the criteria by Ghozali (2018), this position indicates that there is no autocorrelation in the regression model. This means that the residuals between observations are not correlated.

Partial Test Hypothesis (T-Test)

The t-table can be obtained through the following formula:

$$\begin{aligned} t\text{-table} &= a/2;(n-k-1) \\ &= 0.05/2;(31-4-1) \\ &= 0.025;26 \end{aligned}$$

Where: a: Significance level of error

n: Number of samples

k: Number of variables

The t-table value is determined based on the significance level and the number of degrees of freedom (df) in the statistical analysis. In the context of this study, using a significance level of 0.025 and a df of 26, the t-table value is 2.055. This value serves as a benchmark in the decision-making process for the partial t-test, which is to determine whether each independent variable separately has a significant effect on the dependent variable.

Table 6: Partial Test Results

Independent Variables	Intervening Variables	Dependent Variable	t count	Sig.	Result
Competence (X1)	-	Employee Performance (Y)	3,013	0.005	
Work Motivation (X2)	-	Employee Performance (Y)	5,912	0.000	
Competence (X1)	Job Satisfaction (Z)	-	2,688	0.012	There is an influence
Work Motivation (X2)	Job Satisfaction (Z)	-	5,507	0.000	
-	Job Satisfaction (Z)	Employee Performance (Y)	4,430	0.000	

Source: Researcher Data Processing Results, 2025

Based on the partial t-test results presented in Table 4.10, it can be seen that all independent variables in this study have a significant influence on their respective dependent variables. This also applies to the independent variables against the intervening variables, and the intervening variables against the dependent variable. This is evidenced by the significance (Sig.) values for all relationships between variables being less than 0.05 and the calculated t-value being greater than the t-table (2.085 at a significance level of 0.025 with $df = 20$).

First, the Competence variable (X1) is proven to have a significant influence on Employee Performance (Y) with a calculated t-value of $3.013 > 2.055$ and a Sig. of $0.005 <$

0.05. This means that H1 is accepted, that competence partially influences employee performance. Second, the Work Motivation variable (X2) also showed a significant influence on Teacher Performance (Y) with a t-test of $5.912 > 2.055$ and a Sig. of $0.000 < 0.05$. Therefore, H2 was accepted, stating that work motivation significantly influences employee performance.

Furthermore, Competence (X1) also influenced Job Satisfaction (Z), as seen from the t-test of $2.688 > 2.055$ and a Sig. of $0.012 < 0.05$. Therefore, H3 was accepted, indicating that competence partially influences job satisfaction. Meanwhile, Work Motivation (X2) significantly influenced Job Satisfaction (Z) with a t-test of $5.507 > 2.055$ and a Sig. of $0.000 < 0.05$. This indicated that H4 was accepted, namely that work motivation influences job satisfaction.

Finally, the Job Satisfaction (Z) variable also showed a significant influence on Employee Performance (Y), with a t-test of $4.430 > 2.055$ and a Sig. 0.000. Therefore, H5 is accepted, namely, that job satisfaction partially influences employee performance. Thus, the five partial hypotheses in this study can be declared accepted, as each variable was proven to have a significant influence on the dependent and intervening variables.

Simultaneous Test (F Test)

The formula for determining the F-table value is as follows:

$$\begin{aligned} F_{table} &= k - 1; n - k \\ &= 4 - 1; 31 - 4 \\ &= 3; 27 \end{aligned}$$

Where: n = Number of samples

k = Total number of variables

Based on the calculation results, it is known that the number of independent variables in this study is 4 and the number of samples is 31 respondents. Therefore, the degrees of freedom for the numerator (df1) is 3, and for the denominator (df2) is 27. By using the F distribution table at a certain significance level, the F-table value is obtained as 2.96. This value is used as a basis for comparison with the F-calculation, in order to determine whether all independent variables simultaneously have a significant influence on the dependent variable.

Table 7. Simultaneous Test Results

Independent Variables	Intervening Variables	Dependent Variable	Dependent Variable	Sig.	Result
Competence (X1) Work Motivation (X2)	-	Employee Performance (Y)	18,465	0.000	There is an influence
Competence (X1) Work Motivation (X2)	Job Satisfaction (Z)	Employee performance (Y)	12,721	0.000	

Source: Researcher Data Processing Results, 2025

Based on the results of the simultaneous test (F-test) presented in the table, the first F-test results show a calculated F-value of 18.465 with a significance value of 0.000. Because the calculated F-value is greater than the F-table and the significance value is < 0.05 , it can be concluded that the variables Competence (X1) and Work Motivation (X2) simultaneously

have a significant effect on Employee Performance (Y). This indicates that the combination of these two variables together is able to explain changes or variations in employee performance levels at the Patumbak Sub-district Office. This indicates that H6 in this study is accepted.

Finally, in the third simultaneous test, the calculated F-value was 12.721 with a significance value of 0.000. This value indicates that the calculated F-value is greater than the F-table and has a high significance value (<0.05). Therefore, it can be concluded that the variables Competence (X1), Work Motivation (X2), and Job Satisfaction (Z) together have a significant effect on Employee Performance (Y) at the Sub-district Office. Thus, the presence of job satisfaction as an intervening variable still demonstrates a significant contribution in strengthening the relationship between the independent and dependent variables. From these results, it can be concluded that H7 in this study is accepted.

Coefficient of Determination (R²) Test

In this study, the interpretation of the R² value refers to the classification proposed by Chin (1998 in Melati et al., 2024), namely:

- 1) An R² value > 0.67 indicates a strong relationship.
- 2) A value between $0.33 < R^2 \leq 0.67$ is considered moderate.
- 3) ≤ 0.33 is categorized as weak

Table 8. Results of the Determination Coefficient Test

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.765 ^a	.586	.540	2.41160

a. Predictors: (Constant), Job Satisfaction, Competence, Work Mektivation

Source: Researcher Data Processing, 2025

Based on the results of the coefficient of determination test in the table above, the R value was 0.765. This means that 76.5% of the variation in the Employee Performance variable (Y) can be explained by two independent variables: Competence (X1) and Work Motivation (X2), and the intervening variable, Job Satisfaction (Z). Meanwhile, the remaining 23.5% is explained by other factors outside this research model.

Referring to the R Square value classification according to Chin (1998 in Melati et al., 2024), a value of 0.586 falls into the moderate category, as the R² value falls in the range of $0.33 < R^2 \leq 0.67$. Thus, the regression model in this study is very good at explaining the relationship between the analyzed variables.

Path Analysis

The Effect of Competence (X1) on Employee Performance (Y) through Job Satisfaction (Z)

Based on the results of the path analysis, it is known that the direct effect of the competency variable (X1) on employee performance (Y) is 0.488, while the indirect effect through the job satisfaction variable (Z) is $0.447 (X1 \rightarrow Z) \times 0.635 (Z \rightarrow Y) = 0.283$. Therefore, the total effect of the competency variable on employee performance through job satisfaction is $(0.488 + 0.283) = 0.771$.

These results indicate that the direct influence of the Competence variable on Employee Performance is greater than its indirect influence through Job Satisfaction. Therefore, it can be concluded that although Job Satisfaction acts as a mediating variable, the Competence

factor still makes the most dominant direct contribution to improving Employee Performance at the Patumbak Sub-district Office. The Influence of Work Motivation (X2) on Employee Performance (Y) through Job Satisfaction (Z)

Based on the path analysis, the direct influence of the work motivation variable (X2) on employee performance (Y) is 0.739, while the indirect influence through the job satisfaction variable (Z) is $0.715 (X2 \rightarrow Z) \times 0.635 (Z \rightarrow Y) = 0.454$. Therefore, the total influence of the Work Motivation variable on Employee Performance through Job Satisfaction is $(0.739 + 0.454) = 1.193$.

These results indicate that the direct influence of Work Motivation on Employee Performance is greater than its indirect influence through Job Satisfaction. Therefore, it can be concluded that although Job Satisfaction acts as a mediating variable, Work Motivation remains the most dominant direct contributor to improving Employee Performance at the Patumbak Sub-district Office.

Based on the path analysis, it can be concluded that both competency and work motivation have a greater direct influence on employee performance than the indirect influence through job satisfaction, with a total influence of competency of 0.771 and work motivation of 1.193. This finding indicates that job satisfaction acts as a partial mediator, with the direct influence of both independent variables remaining the primary factor in improving employee performance at the Patumbak Sub-district Office. Therefore, strategies for improving employee performance should focus on strengthening competency through relevant training and increasing work motivation through appropriate rewards and recognition. Nevertheless, job satisfaction remains a crucial role in strengthening the relationship between competency and work motivation on performance. Therefore, creating a supportive, fair, and mentally challenging work environment requires managerial attention to achieve sustainable performance improvement.

Based on the results of the t-test on the effect of Competence (X1) on Employee Performance (Y), the calculated t-value was $3.013 > 2.055$, with a significance value of $0.005 < 0.05$. Therefore, H1 is accepted, meaning Competence has a positive and significant effect on Employee Performance at the Patumbak Sub-district Office. The direct path coefficient of 0.488 indicates that the higher the employee's competency, the better the resulting performance. This research aligns with Moehariono (2012), who stated that competency, especially task skills and task management, is a key determinant of performance. Indicators such as "I am able to complete tasks independently and on time" reflect the real contribution of competency to employee performance.

Furthermore, the t-test for the effect of Work Motivation (X2) on Employee Performance (Y) showed a calculated t-value of $5.912 > 2.055$, with a significance value of $0.000 < 0.05$, thus H2 is accepted. This means that work motivation has a significant impact on employee performance. The direct path coefficient of 0.739 indicates that high work motivation will result in improved work performance. This finding is consistent with Sutrisno's (2009) opinion, which explains that motivation in the form of effort, strong will, and goal direction encourages individuals to achieve work targets more optimally. For example, the item "I feel I have a clear purpose in my work" is an indicator that illustrates the strong influence of motivation on performance. The t-test on the effect of Competence (X1) on Job Satisfaction (Z) yielded a calculated t-value of $2.688 > t$ -table value of 2.055 with a significance level of $0.012 < 0.05$, thus H3 was accepted. The path coefficient of 0.447 indicates that increased competence significantly increases employee job satisfaction. This research aligns with Jihan Restu Andayani et al. (2023), which showed that competence correlates with job satisfaction.

One indicator in this study, "I feel satisfied because the work matches my abilities," demonstrates the importance of the fit between skills and job roles on satisfaction.

Meanwhile, the t-test on the effect of Work Motivation (X2) on Job Satisfaction (Z) yielded a calculated t-value of $5.507 > t$ -table value of 2.055 with a significance level of $0.000 < 0.05$, thus H4 was accepted. The path coefficient of 0.715 confirmed that high work motivation has a positive impact on job satisfaction. This aligns with Kurniawan's (2015) findings, which state that individual motivation to complete work according to expectations increases job satisfaction. One statement, "I feel satisfied because this job aligns with my personal vision," supports this relationship.

Furthermore, the effect of Job Satisfaction (Z) on Employee Performance (Y) is also significant, with a calculated t-value of $4.430 > t$ -table 2.055 and a significance level of $0.000 < 0.05$, thus H5 is accepted. The path coefficient of 0.635 indicates that increased job satisfaction significantly impacts employee performance. This supports Robbins' (2008) theory, which states that employees who are satisfied with their jobs will demonstrate higher commitment, responsibility, and productivity.

The F-test for the simultaneous influence of Competence (X1) and Work Motivation (X2) on Employee Performance (Y) showed a calculated F-value of $18.465 > F$ -table 2.96 with a significance level of $0.000 < 0.05$, thus H6 was accepted. This indicates that, together, competence and work motivation have a positive and significant effect on employee performance. This finding aligns with previous research, which found that simultaneously improving technical skills and internal motivation can drive better work performance.

The final F-test examined the influence of Competence (X1) and Work Motivation (X2) on Job Satisfaction (Z). The F-test results showed a calculated F-value of $12.721 > F$ -table 2.96 with a significance level of $0.000 < 0.05$, thus H7 was accepted. This means that competence and work motivation simultaneously have a significant effect on job satisfaction. This indicates that these two variables are not only important for productivity but also in shaping employee perceptions and psychological well-being.

The coefficient of determination (R^2) in the regression model indicates that the variables Competence, Work Motivation, and Job Satisfaction explain 76.5% of the Employee Performance variable, with the remainder explained by factors outside the model. Based on the path analysis, the direct effect of Competence (X1) on Employee Performance (Y) is 0.488, and the indirect effect through Job Satisfaction (Z) is $0.447 \times 0.635 = 0.283$, resulting in a total effect of 0.771. The direct effect of Work Motivation (X2) on Employee Performance (Y) is 0.739, and the indirect effect through Job Satisfaction (Z) is $0.715 \times 0.635 = 0.454$, resulting in a total effect of 1.193.

Therefore, the direct effect of the variables Competence and Work Motivation on Employee Performance is greater than their indirect effect through Job Satisfaction. This indicates that Job Satisfaction acts as a partial intervening variable. However, its presence remains crucial in strengthening the relationship between the independent variables and performance. Therefore, improving employee performance at the Patumbak Sub-district Office should focus not only on enhancing competence and motivation, but also on creating job satisfaction through fair rewards, a supportive work environment, and positive working relationships.

E. CONCLUSION

Based on the results of the research that has been done, the conclusions of this study are as follows: 1). Based on the results of the t-test of the Competence variable (X1) on

Employee Performance (Y), the t-count value was obtained at $3.01 > t\text{-table } 2.055$ and a significance value of $0.005 < 0.05$. So it can be concluded that competence has a significant effect on employee performance at the Patumbak District Office. The test results obtained an Adjusted R^2 value of 0.212, which means that the competency variable contributed 21.2% to improving employee performance at the Patumbak District Office, so that H1 in this study was accepted. 2). Based on the results of the t-test of the Work Motivation variable (X2) on Employee Performance (Y), the t-count value was obtained at $5.912 > t\text{-table } 2.055$ and a significance value of $0.000 < 0.05$. So it can be concluded that work motivation has a significant effect on employee performance at the Patumbak District Office. The test results obtained an Adjusted R^2 value of 0.531 indicating that work motivation contributed 53.1% to employee performance at the Patumbak Sub-district Office, so H2 in this study was accepted. 3). Based on the results of the t-test of the Competence variable (X1) on Job Satisfaction (Z), the calculated t-value was $2.688 > t\text{-table } 2.055$ and a significance value of $0.012 < 0.05$. So it can be concluded that competence has a significant effect on employee job satisfaction at the Patumbak Sub-district Office. The test results obtained an Adjusted R^2 value of 0.172, meaning that competence contributed 17.2% to employee job satisfaction at the Patumbak Sub-district Office, so H3 in this study was accepted. 4). Based on the results of the t-test of the Work Motivation (X2) variable on Job Satisfaction (Z), the calculated t-value was $5.507 > t\text{-table } 2.055$ and a significance value of $0.000 < 0.05$. So it can be concluded that work motivation has a significant effect on employee job satisfaction at the Patumbak District Office. The test results obtained an Adjusted R^2 value of 0.494, which means that job satisfaction is influenced by work motivation by 49.4%, so H4 in this study is accepted. 5) Based on the results of the t-test of the Job Satisfaction (Z) variable on Employee Performance (Y), the calculated t-value was $4.430 > t\text{-table } 2.055$ and a significance value of $0.000 < 0.05$. So it can be concluded that job satisfaction has a significant effect on employee performance at the Patumbak District Office. The test results obtained an Adjusted R^2 value of 0.383, meaning that job satisfaction contributed 38.3% to employee performance at the Patumbak Sub-district Office, so that H5 in this study was accepted. 6). Based on the results of the F test of the Competence (X1) and Work Motivation (X2) variables on Teacher Performance (Y), the F-count value was $18.465 > F\text{-table } 2.96$ and a significance of $0.000 < 0.05$. So it can be concluded that the competency and work motivation variables simultaneously have a significant effect on employee performance variables at the Patumbak Sub-district Office. The test results obtained an Adjusted R^2 value of 0.538, indicating a simultaneous influence contribution in this test of 53.8%, so that H6 in this study was accepted. 7) Based on the results of the F test of the Competence (X1), Work Motivation (X2) and Job Satisfaction (Z) variables as intervening variables on Employee Performance (Y), the calculated F value was $12.721 > F\text{-table } 2.96$ and a significance value of $0.000 < 0.05$. So it can be concluded that these variables simultaneously have a significant effect on employee performance at the Patumbak Sub-district Office. The test results obtained an Adjusted R^2 value of 0.540, indicating a simultaneous influence contribution in this test of 54%, so that H7 in this study is accepted.

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