

THE ROLE OF JOB SATISFACTION IN MEDIATING THE INFLUENCE OF MOTIVATION AND COMPETENCE ON EMPLOYEE PERFORMANCE AT PT. SRITI SAKTI ABADI IN DENPASAR

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Abstract:

As a partner of PT. PLN (Persero), especially in the PLN Bali Distribution Unit, PT. Sriti Sakti Abadi is required to always provide maximum performance in electricity services. Human resources are the main asset in achieving this performance. This study aims to analyze work motivation and work competence on employee satisfaction and performance. Data were collected through a survey of 53 employees who were sampled in the study. The results of data collection were processed using Partial Least Squares Structural Equation Modeling. The results of the survey indicate that motivation has no significant effect on employee performance, motivation has a positive and significant effect on employee job satisfaction, competence has a positive and significant effect on employee performance, competence has a positive and significant effect on employee job satisfaction, job satisfaction has a positive and significant effect on employee performance, job satisfaction is unable to mediate the effect of motivation on employee performance, job satisfaction is unable to mediate the effect of competence on employee performance.

Keywords: Job Satisfaction, Performance, Competence, Motivation

INTRODUCTION

Electricity usage in Indonesia is managed by PLN, which serves as the main pillar of Indonesia's development. As the national electricity provider, PLN collaborates with various vendors to support the development, operation, and maintenance of electrical infrastructure. Vendors cooperating with PLN typically come from diverse sectors such as electrical equipment suppliers, project contractors, technology companies, and consultancy and maintenance service providers. One of the main challenges faced by these companies is ensuring that each project is completed on time, within budget, and with high quality. Besides PLN, the PLN vendors also bear responsibility for electricity provision. It demands that every company managing electricity deliver its best performance through its human resources. Human resources are an important part in achieving organizational goals, both in large and small companies (Lestari et al., 2022). Organizations have recognized that human resources are their main asset. Employee performance significantly impacts the success of the company.

Optimal employee performance can help a company win in the competitive market. According to Prawirosentono (2018:481), performance is the work result achieved by an individual in an institution according to their respective responsibilities, in efforts to achieve the institution's objectives legally, ethically, and morally. It can be understood that good employee performance will bring the institution to its goals.

Kasmir (2019:189) states that motivation, competence, and job satisfaction are the main factors determining performance. It aligns with Martini & Sarmawa (2019), who identified motivation as a



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theories, this study discusses McClelland’s Achievement Motivation Theory, which explains that human nature originates from needs and desires. McClelland highlights the importance of the need for achievement, viewing it as a large reservoir of potential energy, with successful individuals in business and industry being those who accomplish tasks effectively.

Competence. Wibowo (2019:271) defines competence as the ability to perform a job or task based on skills and knowledge, supported by a work attitude required by the job. Kuncoro (2019:44) adds that core competencies are the main organizational values that create expertise and capabilities distributed across various production lines or business units. Rivai (2019:230) defines competence as the fundamental characteristics owned by an individual that directly influence or describe excellent performance. In other words, competence refers to what outstanding performers do more often in a wider variety of situations with better results.

Job Satisfaction. Manullang (2019:104) explains that job satisfaction is closely related to employees’ attitudes toward their work, working conditions, and cooperation between supervisors and employees. Afandi (2018) defines job satisfaction as a positive attitude of employees toward their job. Job satisfaction is an emotional response to various aspects of work, such as job content, salary, promotion, supervision, and coworkers. An important human resource factor within organizations is the establishment of employee job satisfaction. Martoyo (2020:20) states that it is a psychological aspect reflecting a person’s feelings toward their work, where satisfaction arises from the alignment between skills, abilities, expectations, and the work encountered.

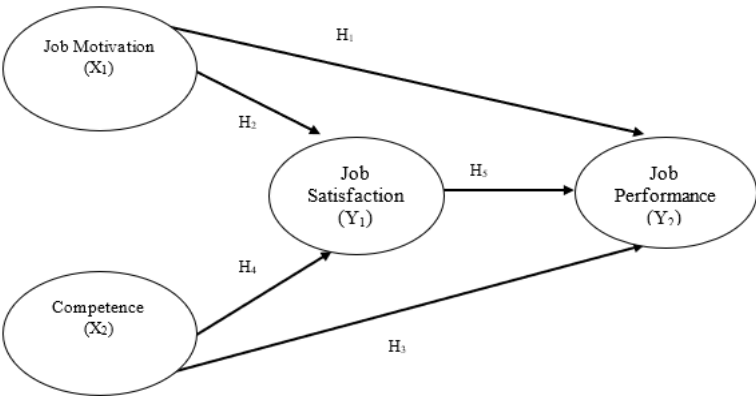


Figure 1. Research Framework

Based on the problem formulation, theoretical basis, and framework that have been described, the hypotheses that can be made in this study are as follows:

- H1: Work motivation has a positive and significant effect on employee performance.
- H2: Work motivation has a positive and significant effect on employee job satisfaction.
- H3: Competence has a positive and significant effect on employee performance.
- H4: Competence has a positive and significant effect on employee job satisfaction.
- H5: Job satisfaction has a positive and significant effect on employee performance.
- H6: Job satisfaction mediates the effect of work motivation on employee performance.
- H7: Job satisfaction mediates the effect of competence on employee performance.

METHODS

This study employs a quantitative approach conducted at PT. Sriti Sakti Abadi, located at Jalan Tegal Dukuh V Number 9, Denpasar City. The scope of this research focuses on the influence of



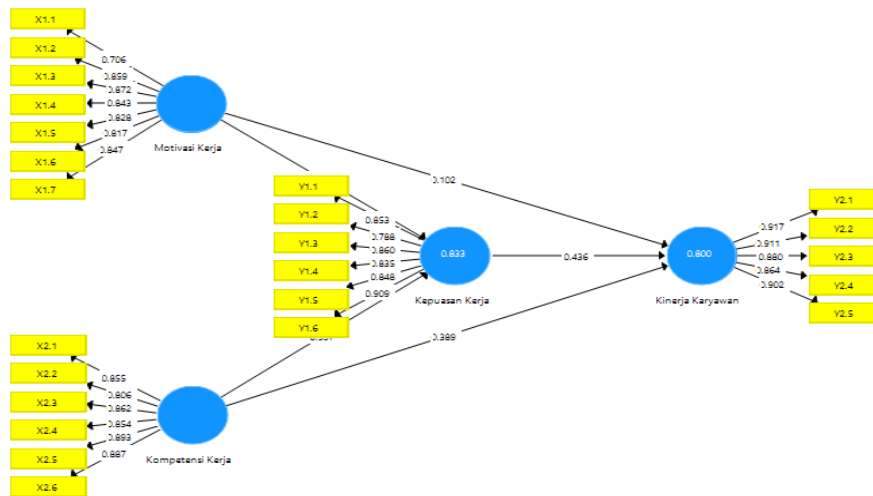


Figure 2. Validity Test Results

The reliability test results in Table 1 present the Cronbach's Alpha values. The results show that the Composite Reliability (CR) values for each construct are equal to or above 0.7. It indicates that all indicators consistently represent their respective latent constructs.

Table 1. Reliability Test Result

Variable	Cronbach's Alpha
Job Satisfaction	0,923
Job Performance	0,938
Competence	0,929
Job Motivation	0,922

Hypothesis Test. The path analysis and significance test results are presented in Table 2. The first result shows that the effect of motivation on employee performance has a p-value of $0.601 > 0.05$. It indicates that motivation does not have a significant effect on employee performance; thus, the first hypothesis is rejected. The effect of motivation on job satisfaction has a p-value of $0.011 < 0.05$, indicating a positive and significant effect; therefore, the second hypothesis is accepted. Competence has a p-value of $0.028 < 0.05$ on employee performance, indicating a positive and significant effect, so the third hypothesis is accepted. Competence also has a positive and significant effect on job satisfaction with a p-value of $0.000 < 0.05$; thus, the fourth hypothesis is accepted. Job satisfaction has a p-value of $0.037 < 0.05$ on employee performance, indicating a positive and significant effect, so the fifth hypothesis is accepted. Regarding the mediation effect, job satisfaction does not significantly mediate the influence of motivation on employee performance, as shown by a p-value of $0.106 > 0.05$, while the direct effect of motivation on employee performance also remains insignificant with a p-value of $0.601 > 0.05$. It means job satisfaction is unable to mediate the effect of motivation on employee performance. Similarly, job satisfaction does not significantly mediate the influence of competence on employee performance, with a p-value of $0.079 > 0.05$, although competence directly affects employee performance significantly with a p-value of $0.028 < 0.05$. Thus, job satisfaction is unable to mediate the effect of competence on employee performance.

The R-square value for employee performance is 0.800, indicating that leader-member exchange, competence, and job satisfaction explain 80.0 percent of the variance in employee

performance, while the remaining variance is explained by other variables outside the research model. For job satisfaction, the R-square value obtained is 0.833, meaning that motivation and competence explain 83.3 percent of the variance in job satisfaction, with the remaining variance influenced by constructs not analyzed in the estimation model. Meanwhile, the Q-square value is 0.966, indicating that the model meets the criteria for a strong model, meaning the estimation model developed in this study has a strong predictive accuracy.

Table 2. Hypothesis Test Results

Construct	Path Coefficient	P value	Description
Job Satisfaction -> Job Performance	0,436	0,037	Significant
Competence -> Job Satisfaction	0,597	0,000	Significant
Competence -> Job Performance	0,389	0,028	Significant
Work motivation -> Job Satisfaction	0,348	0,011	Significant
Work motivation -> Job Performance	0,102	0,601	Not Significant
Competence -> Job Satisfaction -> Job Performance	0,260	0,079	Full mediation
Work motivation -> Job Satisfaction -> Job Performance	0,152	0,106	Not Mediating
R ² Job Satisfaction: 0,833			
R ² Job Performance: 0,800			
Q ² : 0,966			

The Effect of Work Motivation on Employee Performance at PT. Sriti Sakti Abadi. Based on the results of the first hypothesis analysis (H1), it was found that work motivation does not have a significant effect on employee performance. It indicates that even though the work motivation of employees at PT. Sriti Sakti Abadi improves, but it does not significantly enhance their performance. In other words, the increase in motivation has yet to be reflected in the achievement of work targets, adherence to operational procedures, or work efficiency.

From the perspective of the equity theory of work motivation, the finding that motivation does not have a significant effect on employee performance can be explained by an imbalance between intrinsic and extrinsic factors influencing individual performance. This theory emphasizes that optimal performance is not solely determined by the level of work motivation but results from a balance between internal motivation (such as the drive for achievement, responsibility, and self-development) and supportive external conditions (such as work systems, facilities, training, fair compensation, and effective leadership). It explains that even if employees have a high level of motivation, without adequate organizational support and a conducive work environment, that motivation will not effectively translate into improved performance.

Based on respondents' answers regarding work motivation, it is known that motivation levels fall within the good category. However, some employees still dislike challenging tasks, not all are willing to exert effort to take control, and some prefer working alone rather than collaborating with others. Regarding respondent characteristics, the majority of employees (54.7%) are aged between 16 and 26 years, which can influence their motivational patterns and perceptions toward work. Younger employees tend to have more exploratory and short-term motivational drives but may lack the maturity in work discipline and consistent professional responsibility, resulting in motivation that is insufficient to support significant improvements in performance.



Based on the respondents' answers, the average employee competence falls within the very good category, while performance is categorized as good. It indicates that good competence leads to good performance. Looking at the competency indicators, it is evident that some employees feel they have sufficient work experience to complete tasks, consistently maintain an optimistic attitude at work, possess the necessary skills to carry out assignments, and have the ability to understand situations by logically analyzing problems. It demonstrates that employees feel confident in their technical abilities and experience, which directly impacts improved work performance.

These results are consistent with the findings of Dewi et al. (2020), Kurniawal et al. (2020), Junaidi (2021), Fitriani et al. (2022), and Esthi (2022) who found that competence has a positive and significant effect on employee performance.

The Influence of Competence on Job Satisfaction at PT. Sriti Sakti Abadi. Based on the results of the fourth hypothesis analysis (H4), it was found that competence has a positive and significant effect on employee job satisfaction. It indicates that the higher the competence of employees at PT. Sriti Sakti Abadi, the greater their job satisfaction. In other words, competence serves as a key factor that drives the achievement of work targets, time efficiency, and accuracy in carrying out tasks in accordance with established procedures.

According to the equity theory, it is essential to maintain a balance between work input and output, including achievement, recognition, and positive work experiences. Employees with high levels of competence are proven to complete tasks more efficiently, punctually, and in accordance with procedures, ultimately enhancing self-confidence, self-esteem, and satisfaction with both the process and the outcomes of their work. Competence not only serves as a technical foundation but also acts as a psychological support that fosters a sense of empowerment in facing work-related challenges.

Based on respondents' answers related to the competence variable, the average score for job competence was categorized as very good, while job satisfaction was categorized as good. These results indicate that the competencies possessed by employees are aligned with the level of job satisfaction they experience. Competency indicators such as having sufficient work experience to complete tasks, consistently maintaining an optimistic attitude at work, possessing task-related skills, and the ability to understand situations by analyzing problems logically were rated as very good. These findings reflect that employees not only rely on work experience but also demonstrate technical skills and critical thinking in completing their tasks to achieve better outcomes.

Viewed from the respondents' characteristics, the majority of employees are high school/vocational school and university graduates and fall within the productive age range. Their relevant educational background serves as a key asset in developing applicable competencies in the field. In the context of technical work, such as electrical installations and mechanical systems, technical proficiency plays a crucial role in ensuring project success and occupational safety.

These results are consistent with the findings of Rahman et al. (2020), Kharisma (2021), Sugianti (2021), Hajiali et al. (2022), and Sofiyah (2022), who concluded that competence has a positive influence on employee job satisfaction.

The Effect of Job Satisfaction on Employee Performance at PT. Sriti Sakti Abadi. Based on the analysis of the fifth hypothesis (H5), it was found that job satisfaction has a positive and significant effect on employee performance. It indicates that higher levels of job satisfaction among employees at PT. Sriti Sakti Abadi can enhance their performance. In other words, satisfaction with various aspects of the job encourages employees to work more optimally, demonstrate discipline, and take responsibility for their tasks.

According to equity theory, employees tend to demonstrate optimal performance when they perceive a balance between the contributions they make and the rewards or positive work experiences they receive. This finding confirms that satisfaction with various aspects of work directly contributes to the formation of a positive perception of the work environment. Such conditions motivate employees to be more disciplined, responsible, and engaged in completing their tasks.

Within the framework of equity theory, job satisfaction serves as a psychological mediator that bridges the relationship between positive work experiences and high performance. This finding reinforces the importance of organizational management in maintaining a balance between employee expectations and workplace realities, as a foundation for fostering sustainable and high-quality performance.

Based on the respondents' answers, the average scores for both job satisfaction and performance indicators were in the "good" category. It demonstrates that employees generally experience good levels of job satisfaction, which aligns with their performance outcomes. The highest-rated indicators by employees include satisfaction with their current job as it aligns with their field of expertise, satisfaction with the facilities and infrastructure provided by the company, and satisfaction with the consistent support received from their supervisors. These conditions are believed to contribute significantly to enhancing employee performance.

Viewed from the characteristics of the respondents, the majority of employees are in their productive age, which strongly influences their perception of a supportive work environment and opportunities for growth within the organization. Thus, when both basic and psychological needs are fulfilled through a satisfying job, the drive to deliver optimal performance becomes significantly stronger.

These results are consistent with the findings of Eliyana et al. (2019), Rusdin et al. (2021), Mustofa (2021), Junaidi (2021), and Pasaribu (2022) who reported a significant positive relationship between job satisfaction and employee performance.

The Mediating Role of Job Satisfaction in the Effect of Work Motivation on Employee Performance at PT. Sriti Sakti Abadi. Based on the analysis of the sixth hypothesis (H6), which examines the effect of work motivation on employee performance through job satisfaction, the results indicate that job satisfaction does not serve as a mediating variable. It suggests that although motivation has a significant effect on job satisfaction, and job satisfaction significantly affects performance, the indirect relationship from motivation to performance through job satisfaction is not supported.

These findings indicate that job satisfaction is not strong enough to mediate the effect of motivation on performance, meaning that increased employee motivation does not automatically lead to improved performance through enhanced job satisfaction. Based on the respondents' answers regarding motivation indicators, although the overall motivation level was categorized as good, some employees reported disliking challenging tasks, not always striving to gain control, lacking motivation to become team leaders, and preferring to work independently rather than collaboratively. These aspects contributed to the insignificant impact on satisfaction.

The results also reveal that certain aspects of job satisfaction remain insufficient – particularly in terms of salary, the company's career path system, and unhelpful colleagues. These issues suggest that job satisfaction does not consistently serve as a determinant path between motivation and performance, especially within the context of technical and project-based work, such as that carried out at PT. Sriti Sakti Abadi.

This finding is not consistent with the studies conducted by Rahman et al. (2020), Kharisma (2021), Sugianti (2021), Hajali et al. (2022), and Sofiyah (2022), which concluded that job satisfaction is capable of mediating the effect of work motivation on employee performance.

The Mediating Role of Job Satisfaction in the Effect of Competence on Employee Performance at PT. Sriti Sakti Abadi. Based on the analysis of the seventh hypothesis (H7), regarding the effect of competence on employee performance through job satisfaction, the results indicate that job satisfaction does not mediate this relationship. It means that although employee competence has a positive and significant effect on both performance and job satisfaction, the indirect path through job satisfaction is not supported. Therefore, an increase in employee competence does not necessarily lead to improved performance through enhanced job satisfaction.

Based on respondents' answers to the competence indicators, some employees were still uncertain about their ability to improve their personal quality based on reliable information, and there were also employees whose educational background did not yet align with their job responsibilities. Meanwhile, job satisfaction indicators such as satisfaction with salary and career advancement opportunities also showed lower scores compared to other aspects. It suggests that job satisfaction may not be strong enough to reinforce or mediate the relationship between competence and performance.

These findings indicate that employee competency tends to contribute directly to performance achievement, without prior satisfaction with their work, in PT. Sriti Sakti Abadi's operations, as an electrical and mechanical construction services company, performance is highly dependent on technical skills, work experience, and the ability to complete tasks according to SOPs and deadlines. Therefore, even if employees feel satisfied, these aspects are not sufficient to strengthen the relationship between competency and measurable work output.

These findings are not in line with the studies by Eliyana et al. (2019), Rusdin et al. (2021), Mustofa (2021), Junaidi (2021), and Pasaribu (2022), which suggest that job satisfaction is capable of mediating the effect of competence on employee performance.

CONCLUSION

Based on the results of the analysis and the discussion in the previous chapter, several conclusions can be drawn as follows:

1. Motivation has a positive but not significant effect on employee performance at PT. Sriti Sakti Abadi in Denpasar. It indicates that higher motivation does not directly lead to an increase in performance.
2. Motivation has a positive and significant effect on employee job satisfaction at PT. Sriti Sakti Abadi in Denpasar. It indicates that higher motivation leads to increased job satisfaction.
3. Competence has a positive and significant effect on employee performance at PT. Sriti Sakti Abadi in Denpasar. It implies that better competence improves employee performance.
4. Competence has a positive and significant effect on job satisfaction at PT. Sriti Sakti Abadi in Denpasar. It indicates that higher competence enhances employee job satisfaction.
5. Job satisfaction has a positive and significant effect on employee performance at PT. Sriti Sakti Abadi in Denpasar. It suggests that increased job satisfaction leads to improved performance.
6. Job satisfaction does not mediate the effect of motivation on employee performance at PT. Sriti Sakti Abadi in Denpasar.
7. Job satisfaction does not mediate the effect of competence on employee performance at PT. Sriti Sakti Abadi in Denpasar.



Based on the conclusions drawn, several recommendations can be proposed to improve employee performance, as follows:

Management at PT. Sriti Sakti Abadi is expected to enhance the reward system to boost employee confidence in undertaking challenging and demanding tasks. It is also essential to increase employee involvement in decision-making processes to strengthen their motivation in taking control and assuming leadership roles within work teams. Furthermore, the company should encourage informal group activities among employees to foster a sense of togetherness, thereby promoting effective collaboration in completing tasks. Management is also advised to support employees in improving their personal and professional quality through more strategic and structured development and training programs, as well as by assigning employees to positions aligned with their educational backgrounds. In addition, a transparent evaluation of the salary structure and career advancement system is necessary to ensure employee acceptance and trust in company policies. Moreover, management should establish clear and measurable targets, accompanied by a balanced system of rewards for employees who achieve these targets and consequences for those who do not. Finally, responsibilities should be assigned according to employee capabilities, and leaders are expected to set an example, particularly in fostering a culture of punctuality.

Employees are encouraged to sharpen their analytical and innovative abilities continuously. Beyond completing difficult tasks, they are expected to enhance their decision-making skills and emotional intelligence to better prepare themselves for taking on more strategic roles. Employees should actively engage in leadership roles, such as serving as team coordinators in small projects, and participate in leadership training programs to equip themselves with effective interpersonal and decision-making skills. Open communication must also be maintained, enabling employees to act as positive connectors within their teams. In addition, employees are advised to actively participate in data-driven and digital literacy training and apply these skills in their daily work. They should also continuously integrate their academic knowledge with practical work experience. To improve job satisfaction, it is important for employees to communicate openly with management regarding salary and career advancement systems and to build strong interpersonal relationships with colleagues. Furthermore, employees must strive to improve their performance by achieving targets, completing tasks on time, working independently, and maintaining punctuality.

Future researchers are encouraged to expand this study by incorporating additional variables such as leadership style, organizational culture, or the physical work environment, which may have a stronger influence on employee performance. Further studies could also employ a mixed-methods approach to explore the qualitative dimensions of motivation and job satisfaction more comprehensively. Moreover, extending the sample to include other work units or similar companies within the construction and mechanical installation sectors would enhance the generalizability of the research findings.

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