

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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key performance determinant; Parashakti et al. (2020), who noted competence as a factor enhancing performance; and Mustofa (2021), who explained the important role of job satisfaction in improving performance.

Work motivation is a set of energetic forces originating both internally and externally that initiate work-related behavior. In organizations, motivation significantly affects efficiency and the quality of individual work results. Employees with high motivation are more enthusiastic and capable of completing tasks effectively. Motivation is essential for employees to produce optimal outputs.

Research by Riyanto et al. (2021) found that motivation positively influences employee performance. It means the better the work motivation, the better the employee performance. This finding is supported by studies from Parashakti et al. (2020), Haryono & Sulistiyo (2020), Sitopu et al. (2021), Rusdin et al. (2021), Kharisma (2021), and Andreas (2022), all of whom found a positive and significant influence of motivation on employee performance. However, Sari et al. (2020) found that motivation did not affect employee performance.

According to Hutapea & Thoha (2020:28), besides motivation, competence also influences employee performance. Competence refers to the capacity of an individual to meet job requirements within an organization, thereby helping the organization achieve desired outcomes. Rivai (2020:64) explains that competence relates to the underlying characteristics of behavior, including personal values, knowledge, and skills that enable someone to excel at work. Other factors influencing employee performance include work experience, relevant education, and a supportive work environment. These factors work together to ensure that employees effectively and efficiently carry out their duties and responsibilities, ultimately contributing to organizational goals.

Based on research by Dewi et al. (2020), competence positively and significantly affects employee performance. It means the higher the employees' competence level, the better their performance. It is supported by studies from Parashakti et al. (2020), Junaidi (2021), Fitriani et al. (2022), Esthi (2022), and Hajiali et al. (2022), all confirming the positive and significant effect of competence on employee performance. Competent employees can work better. Conversely, research by Rosmaini & Tanjung (2019) and Kharisma (2021) found that competence does not affect employee performance, implying that changes in competence do not necessarily cause changes in performance.

The inconsistent findings indicate that the influence of work motivation and competence on employee performance may be mediated by job satisfaction. Job satisfaction is a key factor in achieving optimal performance because when an employee feels satisfied in their work, they will strive to exert their full abilities to complete assigned tasks well (Nurkautsar et al., 2025). Manullang (2019:104) states that job satisfaction is closely related to employees' attitudes toward their job, working conditions, and cooperation between supervisors and employees. Job satisfaction is a crucial goal in human resource management to fulfill employee needs and achieve work productivity (Parna et al., 2024). Employee satisfaction with the company becomes capital for employees to give their best to the organization. Satisfied employees tend to work harder, thereby increasing the company's productivity and profitability (Laksmi & Kandari, 2024).

Eliyana et al. (2019) found that job satisfaction positively influences employee performance. It means that the better the job satisfaction, the higher the employee performance. This finding is supported by research conducted by Rusdin et al. (2021), Mustofa (2021), Pasaribu (2022), Fitriani et al. (2022), Andreas (2022), and Linda et al. (2023), all of whom report a positive and significant effect of job satisfaction on employee performance. Conversely, Riyanto et al. (2021) found that job satisfaction does not affect employee performance.

One of the factors influencing job satisfaction is work motivation. Work motivation is defined as everything that arises from an individual's desire, generating enthusiasm and internal drive that influences, directs, and maintains behavior to achieve goals or desires aligned with the work environment. Ferdinatus (2020) stated that work motivation must be built upon good personality or character because motivation driven by incorrect principles or reasons can result in losses for both the individual and the organization.

Sugiati (2021) revealed that work motivation positively affects job satisfaction. That is, the better the work motivation, the better the job satisfaction. It is supported by studies from Rahman et al. (2020), Kharisma (2021), Sugiati (2021), Hajiali et al. (2022), Sofiyah (2022), and Linda et al. (2023), which also found a positive and significant relationship between work motivation and job satisfaction. In contrast, Paais et al. (2020) reported that work motivation does not affect job satisfaction.

Another factor affecting job satisfaction is competence. Competence is a fundamental characteristic of an individual comprising knowledge, skills, and attitudes that have a causal relationship with outstanding work performance or effectiveness (Kurniawan et al., 2020). According to Wibowo (2019:271), competence is the ability to perform a job or task, founded on skills and knowledge and supported by a work attitude demanded by the job.

Rahman et al. (2020) stated that competence positively influences job satisfaction, indicating that higher competence leads to better job satisfaction. It is supported by research from Junaidi (2021) and Sugiati (2021), who also found a positive effect of competence on job satisfaction. However, Jamal (2022) found that competence does not affect job satisfaction.

Based on previous research results showing inconsistent findings regarding the influence of organizational commitment and work motivation on employee performance, it is suggested that job satisfaction may act as a mediating variable.

Work Equity Theory. Work equity theory, also known as equity theory, was proposed by John Stacey Adams, a work and behavioral psychologist, in 1963. This theory is a concept in management and work psychology that emphasizes the importance of balance between workload, individual capability, and the rewards received to achieve optimal productivity and employee well-being. The theory explains reciprocal evaluation, where an individual compares their output (rewards) and input (costs) exchange to the input/output of others (Davlembayeva et al., 2021).

Employee Performance. According to Mangkunegara (2020:9), employee performance is the quality and quantity of work results achieved by an employee in carrying out tasks according to the responsibilities assigned. Sinambela (2020:6) defines employee performance as the result or level of success of an individual or group within a certain period in carrying out tasks compared to various possibilities such as work outcomes, targets, or predetermined and mutually agreed criteria. Rivai (2019) describes performance as the willingness of an individual or group to perform an activity and complete it according to their responsibilities with expected results. This definition also emphasizes the duties and functions of individuals and groups in completing tasks.

Work Motivation. Hasibuan (2020:141) defines motivation as a driving force that directs the energy and potential of subordinates or employees to work productively and successfully achieve goals. Thus, motivation can be described as an effort that generates enthusiasm or drive in working. Sedarmayanti (2017:154) explains motivation as a force that drives a person to perform or refrain from an action, which inherently exists internally and externally, either positively or negatively; work motivation is something that generates work enthusiasm or work drive. Hasibuan (2020:141) further emphasizes that motivation directs and supports human actions, causing employees to exert effort and show enthusiasm to achieve the best results (Sari et al., 2024). Among various motivation

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.

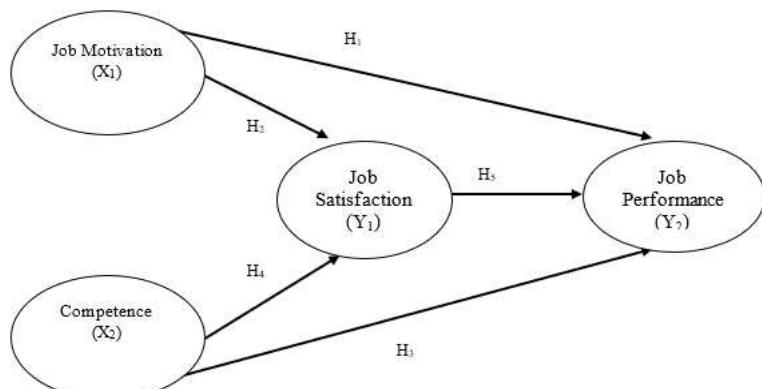


Figure 1. Research Framework

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



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work motivation and competence on employee performance, with job satisfaction serving as a mediating variable. Data collection was carried out using closed-ended questionnaires distributed to all employees of the company. Subsequently, hypothesis testing was performed using Structural Equation Modeling (SEM) with the assistance of the SEM PLS 3.0 software. The operational definitions of the variables used in this study are as follows:

Motivation Indicators adopt McClelland's Motivation Theory as applied in Burhanuddin (2022), as follows:

- Need for Achievement refers to the employee's desire to achieve work performance
- Need for Power refers to the employee's desire to be influential through their position, measured by the statements:
- Need for Affiliation refers to the employee's desire to cooperate with others, measured by the statements:

Competence Indicators are adapted from Fadillah et al. (2019) and Rahman et al. (2020), as follows:

- Personal Character is a trait that distinguishes one individual from another
- Self-concept refers to one's view of their work
- Knowledge is an employee's understanding of their job
- Skills refer to the employee's capabilities related to their work

Job Satisfaction Indicators adopted by Afandi (2018) and Fitriani et al. (2022) are described as follows:

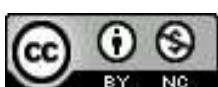
- The Work Itself refers to the suitability of the job being performed
- Salary refers to the compensation received by employees
- Promotion refers to opportunities for career advancement
- Coworkers refer to employee satisfaction with the teamwork environment
- Work Conditions refers to the supportiveness of the work environment, including facilities and infrastructure
- Supervision refers to satisfaction with the support provided by management, measured by:

Performance Indicators are based on Busro (2019) and Fitriani et al. (2022), as follows:

- Work Quality is the employee's ability to complete tasks according to Standard Operating Procedures (SOP).
- Work Quantity refers to the amount of work completed
- Timeliness is the ability to finish tasks within the target timeframe.
- Independence is the employee's ability to work without waiting for instructions.
- Attendance refers to the employee's willingness to be present according to schedule.

RESULT AND DISCUSSION

Validity and Reliability Test. The validity test results are presented in Table 1, which shows that the item values generated by the research constructs have met the convergent validity standard, as indicated by factor loadings greater than 0.5. Therefore, the 24 construct indicators used in this study are considered valid.



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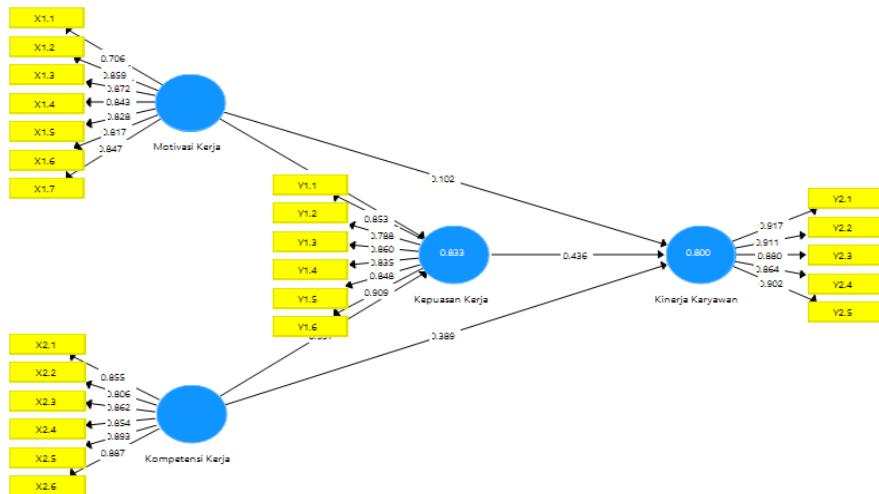


Figure 2. Validity Test Results

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



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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.



These results are inconsistent with the findings of Parashakti et al. (2020), Haryono & Sulistiyo. (2020), Riyanto et al. (2021), Sitopu et al. (2021), and Rusdin et al. (2021) who reported that work motivation has a positive effect on employee performance.

The Effect of Work Motivation on Job Satisfaction at PT. Sriti Sakti Abadi. Based on the results of the second hypothesis analysis (H2), it was found that motivation has a positive and significant effect on employee job satisfaction. It indicates that higher work motivation among employees at PT. Sriti Sakti Abadi is capable of enhancing their job satisfaction. In other words, strong internal motivation, such as the desire to achieve, active participation in teams, and fostering harmonious social relationships in the workplace, directly contributes to employees' feelings of job satisfaction.

Based on the work balance theory, job satisfaction arises when there is a balance between the input provided by employees and the output or rewards received. Employees with strong work motivation are better able to invest their energy and attention in their tasks optimally. When this motivation is balanced with positive work experiences, such as goal achievement, harmonious work relationships, and feelings of being valued and needed, it creates a psychological balance that forms the foundation of job satisfaction at PT. Sriti Sakti Abadi, it is evident that motivated employees tend to feel satisfied with their jobs because the tasks align with their fields of expertise, supported by adequate facilities and infrastructure, as well as consistent support from management.

This finding aligns with the respondent data, where work motivation scored an average of 4.14, categorized as good, and job satisfaction scored an average of 4.17, also categorized as good. Within the motivation indicators, improving work performance and enjoying building good relationships with everyone in the organization received high average scores. These two indicators reflect that employee motivation is not only oriented toward work outcomes but also toward positive social relationships in the workplace, which is an important factor in fostering job satisfaction.

Furthermore, relating to the respondents' characteristics, the majority possess education levels ranging from secondary to undergraduate. This group generally exhibits high work enthusiasm, a need for recognition, and a desire for personal development. Work motivation within this group serves as an important source for shaping job satisfaction, especially when their tasks provide opportunities for achievement, acknowledgment, and social involvement.

This finding is consistent with the studies of Haryono & Sulistiyo (2020), Sugiati (2021), Hajiali et al. (2022), Sofiyah (2022), and Kumari et al. (2021), which state that work motivation has a positive effect on job satisfaction.

The Effect of Competence on Employee Performance at PT. Sriti Sakti Abadi. Based on the results of the third hypothesis analysis (H3), it was found that competence has a positive and significant effect on employee performance. It indicates that the better the competence of employees at PT. Sriti Sakti Abadi, the higher their performance. In a company engaged in electrical and mechanical construction, competence is a crucial factor as it directly relates to accuracy, efficiency, and safety in task execution. Employees with high competence are certainly more capable of completing their work effectively.

Based on the equity theory, competency alignment encompasses knowledge, skills, and work attitudes that enable individuals to perform tasks effectively. An increase in employee competence reflects not only adequate technical and behavioral abilities but also the capacity to adapt to the dynamics and work standards set by the company. This theory also emphasizes that enhancing competence creates harmony between the employee's potential and the organization's expectations.

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), Sugiati (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), Sugiati (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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