



THE INFLUENCE OF WORK DISCIPLINE AND COMPETENCE ON JOB SATISFACTION AND ITS IMPACT ON THE PERFORMANCE OF EMPLOYEES OF THE RADIO FREQUENCY SPECTRUM MONITORING CENTER CLASS I PALEMBANG

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ABSTRACT

This study basically aims to determine the effect of work discipline and competence on job satisfaction and its impact on the performance of employees of the Class I Palembang Radio Frequency Spectrum Monitor Center. In writing this thesis, the author uses primary data collection techniques, which are obtained by distributing questionnaires. this research uses path analysis and uses the Smart PLS 3.0 statistical application. with a sample of 35 respondents. The results showed that there was an effect of work discipline and competence on job satisfaction and its impact on employee performance at the Palembang Class I Radio Frequency Spectrum Monitor Center, with the equation $Y = 0.666X_1 + 0.605X_2 + (\epsilon_1)$, and the equation $Z = 0.356X_1 + 0.409X_2 + 0.321Y + \epsilon_2$, there is an effect of work discipline on employee job satisfaction at the Palembang Class I Radio Frequency Spectrum Monitor Center. This is indicated from the *Original Sample* value of 0.666 with a *T-Statistic* value of $4.466 > 1.96$, the *P-Value* is $0.000 < 0.05$, there is an effect of competence on employee job satisfaction at the Palembang Class I Radio Frequency Spectrum Monitor Center, indicated from the *Original Sample* value of 0.605 with a *T-Statistic* value of $3.543 > 1.96$, the *P-Value* is $0.000 < 0.05$, there is an effect of work discipline on employee performance at the Palembang Class I Radio Frequency Spectrum Monitor Center, indicated from the *Original Sample* value of 0.356, 356 with a *T-Statistic* value of $2.547 > 1.96$, the *P-Value* is $0.011 < 0.05$, there is an effect of competence on the performance of employees of the Palembang Class I Radio Frequency Spectrum Monitor Center, indicated by the *Original Sample* value of 0.409 with a *T-Statistic* value of $2.793 > 1.96$, The *P-Value* is $0.005 < 0.05$, there is an effect of job satisfaction on the performance of employees of the Radio Frequency Spectrum Monitor Class I Palembang, indicated by the *Original Sample* value of 0.321 with a *T-Statistic* value of $1.981 > 1.96$, the *P-Value* is $0.045 < 0.05$.

1. INTRODUCTION

Human resources are one of the factors that play an important role in every company, be it a small-scale company or a large-scale company, in carrying out company activities, human resources called labor or employees are needed. Thus employees are an important factor in achieving the company's goals that have been set. This means that in achieving its goals, the company must pay special attention to the employees employed to support the development of the company, with the consequence that the company must have a competitive advantage in terms of its production against competitors. This situation can only

be obtained from productive, innovative, creative employees who are always passionate and loyal. Assessment of the quality of existing human resources can be measured through employee performance .

Djharuddin (2021: 248) argues that employee performance is basically a description of the ability of employees to handle each job, where the high and low performance of employees can be assessed from the ability of employees to produce work in accordance with predetermined standards. Meanwhile, a low employee performance is caused by several factors such as indiscipline in working time, late completion of tasks and low responsibility for work, so that the work results obtained are not optimal, because they are not in accordance with the expected standards/targets, so that the low employee performance will affect the quality of service to the community. Therefore, every employee is expected to have competence. Discipline as a form of employee self-control and regular implementation in showing the level of seriousness of employee work in a company or organization, where employees who do not comply with regulations that are not set by the company will get sanctions. Juliyanti (2022: 15) defines work discipline as an individual's desire that arises with his own attention to obey the guidelines that apply in the organization. Work discipline as one of the human assets owned by the management is very important because the better the discipline of the employees, the better the work performance they will achieve and will produce quality employees. In addition, discipline can also show the quality of work of each employee

In improving performance, competence is the main factor. According to Kurniawan and Andi (2022: 4) competence is the combination of knowledge, skills, attitudes & other personal characteristics needed to achieve success in a job, which can be measured using agreed standards, and which can be improved through training and development. Furthermore, job satisfaction is a variable that greatly affects individual and organizational performance. Job satisfaction for employees tends to increase productivity, pride and high commitment to their work. When employees rate a job as fun to do, they say that the job provides job satisfaction. This situation can be seen from the results of their work, job satisfaction will be able to improve their performance. Rahayu and Dahlia (2023: 374) explain that job satisfaction is an emotional attitude that is pleasant and loves his job. This attitude will have an impact on work morale, discipline, and work performance. Job satisfaction affects the level of employee discipline, meaning that if satisfaction is obtained from work, employee discipline is good. Conversely, if job satisfaction is not achieved from work, employee discipline is low. Employees whose satisfaction level is high will automatically increase commitment in the organization.

The Technical Implementation Unit for Radio Frequency Spectrum Monitor is a Technical Implementation Unit within the Directorate General of Post and Information Resources and Devices, under and responsible to the Director General of Post and Information Resources and Devices. The Technical Implementation Unit for Radio Frequency Spectrum Monitor has the task of carrying out supervision and control in the field of radio frequency spectrum usage. In the performance dimension, one of the things that needs to be considered is the quantity produced by employees for the company. The quantity of employees can be measured by the targets set by the company in one period.

Table 1. Performance Indicators and Performance Targets for 2023

No	Indikator Kinerja	Indikator Kinerja	Target	Capaian	%
1	Meningkatkan Kualitas, Kecepatan, Efisiensi, Produktivitas, dan Keandalan Pelayanan Publik	1. Persentase (%) Peningkatan Produktivitas Pegawai di Kantor	100%	100%	100
		2. Persentase (%) Peningkatan Jumlah Pelanggan yang Berkepuasan	80%	150%	187
		3. Persentase (%) Peningkatan Kepuasan Pelanggan	88%	100%	102,04
		4. Persentase (%) Peningkatan Jumlah Pelanggan yang Berkepuasan	80%	98%	110
		5. Sifat/kuantitas dan kualitas pelayanan yang dihasilkan	88%	98%	104,24
		6. Persentase (%) Peningkatan Jumlah Pelanggan yang Berkepuasan	100%	100%	100%
		7. Persentase (%) Peningkatan Jumlah Pelanggan yang Berkepuasan	100%	100%	100
		8. Persentase (%) Peningkatan Jumlah Pelanggan yang Berkepuasan	100%	100%	100
		9. Persentase (%) Peningkatan Jumlah Pelanggan yang Berkepuasan	100%	100%	100
		10. Persentase (%) Peningkatan Jumlah Pelanggan yang Berkepuasan	100%	80%	80%
		11. Verifikasi Data Konsistensi Data	100%	88%	88%
2	Meningkatkan Kualitas, Kecepatan, Efisiensi, dan Keandalan Pelayanan Publik	1. Nilai Kualitas Pelayanan	88	88	102
		2. Nilai Kualitas Pelayanan	80%	100	120

Nota: Persentase = Capaian dibagi Target

In Table 1.1 above, Class I Palembang Radio Frequency Spectrum Monitor Hall has indicators of performance that were not achieved, namely ISR Maritime Fishermen MOTS-IKRAN program with a target of 100% but only reached 60% and verification of site coordinate data ISR Microwave Link and Broadcasting (QR Code Site) MOTS-IKRAN program with a target of 100% but only reached 69%. This shows that the performance of the Class I Palembang Radio Frequency Spectrum Monitoring Center has not been maximized. At the Palembang Class I Radio Frequency Spectrum Monitor Center there are still employees who violate the rules that apply in the company, such as being absent during working hours, this can cause work to accumulate, finally the work is not completed on time so that employee performance is still not as expected. The Class I Palembang Radio Frequency Spectrum Monitoring Center is very concerned with the competence of its employees, one of which is by providing opportunities for its employees to improve their competence, with the aim that employees can be more professional and have a higher level of productivity. However, in practice there are still several phenomena found related to competence, including that there are still employees who consider competence not something that is considered capable of increasing professionalism or even though they do not have the knowledge, skills and abilities, they can still get the job done and rely on work experience. In addition, the education that employees have does not guarantee that these employees have good competence, of course this can have an impact on the satisfaction and performance of employees because it can hinder the goals of the company.

Based on the description above, the researcher is interested in taking research on, The Effect of Work Discipline and Competence on Job Satisfaction and its Impact on Employee Performance at the Radio Frequency Spectrum Monitor Center Class I Palembang.

Theoretical Foundation

Performance

Afandi (2018: 84) explains that performance is the extent to which a person has played his part in carrying out the organization's strategy, either in achieving specific goals related to individual roles or by demonstrating competencies that are declared relevant to the organization. According to Rijal and Frianto (2020: 50) employee performance is an assessment of the work achieved by workers in accordance with the responsibilities and duties given by the company to each employee to achieve company or organizational goals. Kurniawan and Andi (2022: 5) define performance as the result of a person's work, an overall management process, where the results of a person's work must be able to show concrete and measurable evidence. Busro (2018: 88) also defines performance, namely, a work result produced by an employee is interpreted to achieve the expected goals. Performance can also be interpreted as the result of the work function of the activities of a person or group in an organization that is influenced by various factors to achieve organizational goals within a certain period of time. This definition will not emphasize individual performance but also group performance. Based on some of the above opinions, it can be concluded that performance is the result of work achieved by an employee in carrying out his work in accordance with the responsibilities and duties given by the company to each employee, where the results of a person's work must be able to show concrete and measurable evidence.

Job Satisfaction

Yumhi (2021: 74) explains that job satisfaction is the attitude or feelings of employees towards pleasant or unpleasant aspects of work in accordance with the assessment of each worker. In other words, job satisfaction is a pleasant or emotionally positive condition that comes from a person's assessment of his job or experience of his job. Mahardini, Pardiman and Hardaningtyas (2021: 63) explain that satisfaction can be defined as an evaluation that describes a person's feeling of being happy or unhappy, satisfied or dissatisfied at work. Busro (2018: 101) states that job satisfaction is a general attitude towards one's job, the difference between the number of rewards a worker receives and the number of rewards they believe they should receive. Job satisfaction is a comparison between the results obtained and the expected results. Afandi (2018: 73) defines job satisfaction as an effective or emotional response to various aspects of work. A set of employee feelings about whether their job is pleasant or not. A general attitude towards one's job that shows the difference between the amount of appreciation workers receive and the amount they believe

they should receive. Based on some of the above opinions regarding job satisfaction, it can be concluded that job satisfaction is an evaluation that describes a person's attitude feeling happy or unhappy, satisfied or dissatisfied at work, namely, the comparison between the results obtained and the expected results.

Work Discipline

Munawarah and Nikhrawi (2022: 87) reveal that discipline is a requirement for achieving maximum results in both formal and informal forms in an organization, therefore it must always be present in every regulation related to discipline in a government agency or any company. This is due to the importance of discipline in achieving organizational goals. Rosalina and Wati (2020: 45) explain that discipline is one of the most important human resource management functions because the better the employee's discipline, the higher the work performance he can achieve. Work discipline is the attitude or behavior of an employee in working to be willing to obey or follow all applicable company regulations with the intention that company goals are achieved optimally. Sulistyaningsih (2021: 45) also explains that work discipline is a tool used by managers to communicate with employees so that they are willing to change a behavior and as an effort to increase a person's awareness and willingness to obey all company regulations and applicable social norms. Kusumayanti, Ratnasari and Hakim (2020: 182) state that work discipline is an attitude of respect, respect, obedience and obedience to applicable regulations, both written and unwritten and able to carry out and not avoid receiving sanctions if he violates the duties and authority given to him. Based on some of the above opinions about work discipline, it can be concluded that work discipline is the attitude or behavior of an employee at work to be willing to obey or follow all applicable company regulations with the intention that company goals are achieved optimally if he violates, he is ready to accept the sanctions given to him.

Competence

Competence by Suristya and Adi (2021: 51) is the underlying characteristic of a person related to the effectiveness of individual performance in his job or the basic characteristics of an individual who has a causal or cause-and-effect relationship with the criteria used as a reference, effective or excellent or superior performance at work or in certain situations. Competence according to Haqiqi, Maisaro and Hanifa (2022: 21) is a basic characteristic of individual behavior related to effective reference criteria and or superior performance in a job or situation. According to Mahardini, Pardiman and Hardanungtyas (2021: 79) competence or ability is defined as the behavioral dimension of expertise or excellence of a leader or staff who has good skills, knowledge and behavior. Based on some of the above opinions about competence, it can be concluded that competence is the behavior of expertise or excellence of a leader or staff who has good skills, knowledge and behavior, competence can also differentiate the work of each employee from one another.

2. METHODS

This research design uses a quantitative approach because the symptoms of the observations are converted into numbers that are analyzed using statistics. The method used is a quantitative survey method with a descriptive approach in relation to this survey technique (Haryono 2017) . further states that a survey is a research technique where information is collected using a questionnaire. The descriptive approach is considered the most appropriate for carrying out this research with the consideration that the information expected to be obtained is about the symptoms at the time the research is conducted. Causal analysis is needed to investigate the effect of the independent variable with the dependent variable so that the hypothesis can be tested empirically and through accurate statistical analysis.

3. RESULTS AND DISCUSSION

Table 1. Direct Effect

	Original Sample (O)	Sample Average (M)	Standard Deviation (STDEV)	T Statistic (O/STDEV)	P Values
Job Discipline -> Job Satisfaction	0.666	0.605	0.136	4.466	0.000
Competence -> Job Satisfaction	0.605	0.646	0.105	3.543	0.000
Work Discipline -> Employee Performance	0.356	0.304	0.128	2.547	0.011
Competence -> Employee Performance	0.409	0.398	0.146	2.793	0.005
Job Satisfaction -> Employee Performance	0.321	0.358	0.190	1.981	0.045

Source: SmartPLS (2022)

The Effect of Work Discipline on Job Satisfaction of Employees of the Radio Frequency Spectrum Monitoring Center Class I Palembang

The first hypothesis test results show that work discipline affects employee job satisfaction at the Palembang Class I Radio Frequency Spectrum Monitor Center. This is shown from the *Original Sample* value of 0.666 with a *T-Statistic* value of $4.466 > 1.96$, the *P-Value* value is $0.000 < 0.05$, meaning that the better the work discipline, the employee job satisfaction will also increase. Vice versa, if work discipline is bad, employee job satisfaction will also be lower. This shows that the work discipline variable has a direct influence on employee job satisfaction. Discipline is the most important operative function of Human Resource Management, because the better the employee's discipline, the higher the work performance he can achieve. Without good employee discipline, it is difficult for a company organization to achieve optimal results. Discipline is the nature of an employee who consciously obeys the rules and regulations of a particular organization. Employees who have a good level of discipline, of course, I usually have a high level of job satisfaction too. At the Radio Frequency Spectrum Monitor Class I Palembang, there are still employees who are not in the office during working hours, this shows that their work discipline is still low, so this will affect their job satisfaction with the company. This is in line with research from Rahayu and Dahlia (2023) which states that work discipline has an influence on job satisfaction.

The Influence of Competence on Job Satisfaction of Employees of the Radio Frequency Spectrum Monitor Center Class I Palembang

In the results of the second hypothesis test, competence affects employee job satisfaction at the Class I Palembang Radio Frequency Spectrum Monitor Center, indicated by the *Original Sample* value of 0.605 with a *T-Statistic* value of $3.543 > 1.96$, the *P-Value* value is $0.000 < 0.05$, meaning that the better the competence, the more job satisfaction increases. Vice versa, if competence is bad then job satisfaction is also lower. This shows that the competency variable has a direct influence on employee job satisfaction. The competence possessed by an employee must have an impact on job satisfaction. High employee job satisfaction is of course that performance will be more professional. Good competence supported by job satisfaction is something that every employee must have, because having competence with high job satisfaction will accelerate the achievement of company goals. At the Class I Palembang Radio Frequency Spectrum Monitor Center there are still some employees who have difficulty using applications so that job satisfaction with the company is low. This is in line with research from Rijal and Frianto (2020) which states that competence affects job satisfaction.

The Effect of Work Discipline on Employee Performance of the Radio Frequency Spectrum Monitor Class I Palembang Center

In the results of the third hypothesis test, work discipline affects the performance of employees of the Class I Palembang Radio Frequency Spectrum Monitor Center, indicated by the *Original Sample* value of 0.356 with a *T-Statistic* value of $2.547 > 1.96$, the *P-Value* value is $0.011 < 0.05$, meaning that the higher work discipline will create high employee performance. Work discipline is an orderly situation where a person or group who is part of the organization is willing to obey and carry out existing rules, both written and unwritten. Without good employee discipline, it is difficult for a company organization to achieve optimal results. Discipline is the nature of an employee who consciously obeys the rules and regulations of a particular organization. At the Class I Palembang Radio Frequency Spectrum Monitor Center there are still employees who are absent during working hours so that the work is not completed on time which results in indicators of performance not meeting the targets set by the company. This is supported by research from Sundari and Putri (2023) which states that work discipline has an influence on employee performance.

The Effect of Competence on Employee Performance of the Radio Frequency Spectrum Monitor Center Class I Palembang

In the fourth hypothesis test results, competence affects employees of the Class I Palembang Radio Frequency Spectrum Monitor Center, indicated by the *Original Sample* value of 0.409 with a *T-Statistic* value of $2.793 > 1.96$, the *P-Value* value is $0.005 < 0.05$, meaning that the better the competence, the better the employee performance. To achieve maximum and satisfactory work results, it is necessary to have the competence of an employee in carrying out his work duties so that employee performance can improve. Competence has a very important role, because in general competence concerns a person's basic ability to do a job. At the Class I Palembang Radio Frequency Spectrum Monitoring Center, there are still employees who consider competence not something that is considered capable of improving professionals or even though they do not have the knowledge, skills and abilities, they can still get the job done and rely on work experience. Based on research from Silvia (2020) which states that there is an influence of competence on employee performance.

The Effect of Job Satisfaction on Employee Performance of the Radio Frequency Spectrum Monitoring Center Class I Palembang

In the fifth hypothesis test results, job satisfaction affects employee performance at the Class I Palembang Radio Frequency Spectrum Monitor Center, indicated by the *Original Sample* value of 0.321 with a *T-Statistic* value of $1.981 \geq 1.96$, the *P-Value* value is $0.045 \leq 0.05$, meaning that the higher the job satisfaction, the higher the employee performance. Job satisfaction is a variable that greatly affects individual and organizational performance. Job satisfaction for employees tends to increase productivity, pride and high commitment to their work. When employees rate a job as fun to do, they say that the job provides job satisfaction. This situation can be seen from the results of their work, job satisfaction will be able to improve their performance. At the Radio Frequency Spectrum Monitor Class I Palembang, there is a lack of appreciation given by the leadership to employees who have completed their work before the specified time. This is supported by research from Williams (2020) which states that job satisfaction has an influence on performance.

4. CONCLUSION

Based on the results of data analysis of research conducted at the Radio Frequency Spectrum Monitor Class I Palembang, the following conclusions were obtained: There is an influence of work discipline on job satisfaction of employees of the Radio Frequency Spectrum Monitor Center Class I Palembang. There is an influence of competence on job satisfaction of employees of the Class I Palembang Radio Frequency Spectrum Monitor Center. There is an influence of work discipline on employee performance of the Palembang Class I Radio Frequency Spectrum Monitor Center. There is an influence of competence on the performance of employees of the Palembang Class I Radio Frequency Spectrum Monitor Center. There is an effect of job satisfaction on the performance of employees of the Palembang Class I Radio Frequency Spectrum Monitor Center. Based on the conclusions of the research results as discussed earlier, in the following section some suggestions need to be given to the parties related to this research. For employees

of the Class I Palembang Radio Frequency Spectrum Monitor Center, it is recommended to further improve the current performance on work discipline, competence and job satisfaction in order to improve performance. Such as work discipline in indicator DK04 with the sentence, I rarely make mistakes at work. employees must be more careful at work so as not to make mistakes at work. Then in competence in indicator KOM03 with the sentence, I have knowledge in using equipment such as computers and others in the office. Employees must be able to use existing technology in accordance with the times in order to accelerate the achievement of company goals. And for job satisfaction on indicator KK10 with the sentence, I always help my coworkers when they are experiencing difficulties. Employees must care about coworkers so that nothing hinders the goals of the company, by always helping coworkers when they are in trouble. For the Head of the Class I Palembang Radio Frequency Spectrum Monitor Center to pay more attention to work discipline, competence and employee job satisfaction to improve performance at the current company. For further researchers, namely opportunities and opportunities for other researchers to deepen the study of knowledge and theoretical concepts that have been obtained to conduct further research, by adding or replacing previous variables with new variables such as work environment, work motivation, work productivity, job satisfaction, professionalism, salary, work allowances and so on related to human resource management variables.

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