DIJEMSS: Dinasti International Journal of Education Management and Social Science
E-ISSN: 2686-6331
P-ISSN: 2686-6358
https://dinastipub.org/DIJEMSS dinasti.info@gmail.com +62 811 7404 455
DOI: https://doi.org/10.38035/dijemss.v7i1.5346
https://creativecommons.org/licenses/by/4.0/
Received: 30 July 2025 | **Revised:** 24 September 2025 | **Accepted:** 09 October 2025

The Effect of Motivation and Competence on Employee Performance with Job Satisfaction as a Mediating Variable (Case Study at The Cidadap District Office of Bandung City)

Firma Agustin Dwi Admaja[1], Salsa Billa Putri Yuningsih[2], Gurawan Dayona Ismail[3], Nunung Ayu Sofiati[4], Riyandi Nur Sumawidjaja[5]
[1]Universitas Indonesia Membangun, Bandung, Indonesia, firma.agustin@student.inaba.ac.id
[2]Universitas Indonesia Membangun, Bandung, Indonesia, salsabillaputri@student.inaba.ac.id
[3]Universitas Indonesia Membangun, Bandung, Indonesia, gurawan.dayona@inaba.ac.id
[4]Universitas Indonesia Membangun, Bandung, Indonesia, nunungayu.sofiati@inaba.ac.id
[5]Universitas Indonesia Membangun, Bandung, Indonesia, riyandi.nursumawidjaja@inaba.ac.id

Corresponding Author: firma.agustin@student.inaba.ac.id[1]

Abstract: This study aims to analyze the influence of motivation and competence on employee performance directly and indirectly through job satisfaction as a mediating variable at the Cidadap Subdistrict Office in Bandung City. The research employs a quantitative approach and utilizes survey data collected from 52 employees through structured questionnaires measured on a Likert scale. Data analysis is conducted using Structural Equation Modeling with Partial Least Squares (SEM-PLS) to evaluate measurement validity, reliability, and the hypothesized relationships. The findings reveal that motivation significantly affects employee performance both directly and through job satisfaction. Competence influences job satisfaction positively and substantially but does not have a direct significant impact on performance. Job satisfaction serves as a critical mediator enhancing the relationship between motivation and competence toward performance. The results highlight that fostering motivation and developing competence with supportive job satisfaction mechanisms are essential strategies for improving employee outcomes in public sector institutions. This research provides practical implications for management in promoting effective human resource development and enhancing service quality in local government offices.

Keywords: Motivation, Competence, Employee Performance, Job Satisfaction, Public Sector

INTRODUCTION

In both private and public sectors, human resources (HR) play a vital role in achieving organizational goals. Within government institutions, HR is not only responsible for implementing policies but also serves as a reflection of the quality of public services delivered to citizens. The success of bureaucratic reform largely depends on the government's ability to consistently guide, develop, and motivate its personnel.

In public organizations, service effectiveness relies not only on systems and procedures but also on the quality of individuals carrying out those processes. The effectiveness and

efficiency of government operations are closely tied to the motivation, competency, and job satisfaction levels of the workforce. Highly competent and motivated employees are more likely to provide responsive, citizen-focused services. Conversely, job satisfaction serves as a key indicator of alignment between employee capacity and managerial support in cultivating a productive work environment. Motivation is closely related to satisfaction—motivated employees tend to feel more satisfied and perform better, while dissatisfaction may reduce productivity and increase absenteeism (Sulistyaningrum & Pinaraswati, 2024).

As one of Indonesia's major cities, Bandung faces complex challenges in enhancing local governance. A sub-district (kecamatan) is a strategic administrative unit within city government, tasked with executing delegated functions from the mayor across several urban villages (kelurahan). In addition to acting as an extension of the city government in delivering services, sub-districts manage civil administration, community development, and general governance responsibilities. Their performance is critical in ensuring that public policies are implemented effectively and reach the community at the grassroots level.

Cidadap District, one of 30 sub-districts in Bandung, plays an important role in supporting the success of municipal programs, particularly those that involve direct service to the public. However, recent years have seen a decline in its performance. According to the 2024 public service performance data published on the official portal (standarpelayanan.bandung.go.id), Cidadap scored only 684 points—ranking 13th out of all sub-districts— a significant drop from 990 points in 2023. This drop may indicate internal issues such as employee motivation and competence, as well as external factors like limited resources or increased workload.

Field observations and interviews with the Human Resource Division of Cidadap District revealed suboptimal levels of employee discipline. Many employees were inconsistent in adhering to working hours and showed a lack of responsibility in performing their duties. This negatively affected the quality and timeliness of services. One visible consequence was an increase in public complaints particularly regarding population administration services such as ID card processing, which were often delayed beyond promised timeframes. These issues suggest a need to improve employee performance by enhancing discipline, motivation, and competencies.

To align with the organization's mission of cultivating ethical, intelligent, healthy, and competitive human resources, HR strategies must define clear competency standards and provide motivation tailored to institutional needs. Job satisfaction is a key metric for assessing service quality—it reflects psychological well-being and strongly predicts both productivity and loyalty. As Sartika, Gita, et al. (2024) explain, job satisfaction refers to an employee's emotional state of contentment or discontentment with their job, which has a direct impact on performance. Satisfied employees are typically more motivated to improve their performance, contributing positively to organizational outcomes. To gain a preliminary understanding of employee satisfaction in Cidadap District, the researcher conducted a pilot survey of 20 respondents using a 5-point Likert scale (1 = very dissatisfied, 5 = very satisfied). The results are presented in the following chart.

Figure 1.1
Average Job Satisfaction Score of Cidadap District Employees (n = 20)



Source: Results of 2025 pre-survey questionnaire data processing

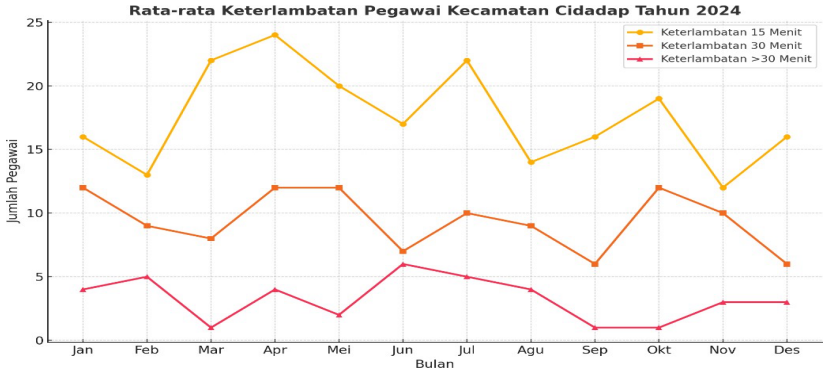
The chart indicates that most job satisfaction indicators received average scores below 3, reflecting generally low satisfaction levels. The lowest-rated indicators were the reward and promotion system (2.1), career development opportunities (2.2), and perceived fairness in managerial decision-making (2.3). These findings highlight weaknesses in the district's career management and reward systems. In contrast, the only indicator with a relatively high score was peer relationships (3.5), suggesting that internal collegiality among staff remains strong.

Overall, these results underscore the urgent need to explore the factors influencing job satisfaction in Cidadap District. This preliminary data supports the assumption that employee competence and motivation are key determinants of job satisfaction, which in turn affects performance. However, many local government agencies still fail to manage these factors in an integrated way, leading to low satisfaction and decreased organizational performance.

Employee performance can be evaluated through various measurable indicators, but two critical variables that influence both satisfaction and outcomes are motivation and competence. Competence includes the knowledge, skills, and abilities needed to perform tasks effectively, while motivation relates to the internal and external drivers that influence behavior and performance (Indah RS et al., 2024; Wiranto & Hikmah, 2022). Motivation—both intrinsic and extrinsic—is essential in shaping work behavior. Highly motivated employees tend to work harder, tackle challenges enthusiastically, and deliver better results (Maswanto et al., 2024).

Initial observations and informal interviews with administrative staff in Cidadap suggest low motivation levels. Some employees expressed concerns over unclear promotion paths and reward systems, which negatively impact their morale and daily performance. This is further evidenced by fluctuating attendance rates and delays in completing routine tasks.

Figure 1.2
Late Attendance at Work



Source : General and Personnel Sub-Division of Cidadap District, Bandung City in 2024

Throughout 2024, employee tardiness at Cidadap District was most frequently recorded as delays of 15 minutes, peaking in April and July. Delays of 30 minutes showed fluctuating trends, with notable increases in April, May, and October. Meanwhile, delays exceeding 30 minutes remained relatively consistent but occurred monthly, reaching their highest point in June.Overall, the high frequency of minor tardiness (15 minutes) suggests a persistent issue in employee discipline. This highlights the need for stricter supervision and enforcement of attendance policies. The continued lateness of some employees negatively affects daily operations and reduces overall productivity, ultimately hindering the institution's ability to achieve its goals efficiently.

Figure 1.3
Work Absence



Table 1.3 shows the composition of employee absenteeism in Cidadap District. In 2023, the most common reasons for absence were sick leave (33.3%) and annual leave (27.8%), followed by official duties outside the office (22.2%). In 2024, there was a significant shift—absences due to external assignments rose to 38%, becoming the highest category, while sick leave declined to 28%. This increase may reflect the rising number of off-site activities such as coordination meetings or external service duties. However, this trend must be carefully monitored to avoid disruptions to internal office operations and potential impacts on both individual and organizational performance targets.

Beyond motivation, employee competence is a critical factor in determining work quality. Competence—encompassing knowledge, skills, and professional attitudes—provides a foundation for effective job performance. Maswanto et al. (2024) found a strong, direct relationship between employee competence and both job satisfaction and performance. Similarly, Hartati et al. (2020) emphasized the role of educational attainment in shaping employee performance in public service. Supporting this, Hidayat & Darmawan (2023) and Purnama & Setiawan (2024) highlighted that education-backed competence is a key driver in

improving employee outcomes.Currently, Cidadap District is staffed by 52 personnel, consisting of both civil servants and contract workers. The following table outlines the educational background of these employees.

Figure 1.4
Education Level of Cidadap District Employees

Final Education	Number of Employees	Percentage
Not Finishing Elementary School	0	0%
Graduated from Elementary School Equivalent	0	0%
Graduated from Junior High School Equivalent	1	1.79%
Graduated from High School Equivalent	11	19.64%
Lulus Diploma 1 (D1) dan Diploma 2 (D2)	0	0%
Lulus Diploma 3 (D3)	2	3.57%
Bachelor's Degree (S1)	28	57.14%
Lulus Magister (S2)	10	17.86%
Lulus Doctor (S3)	0	0%

The educational profile of employees at the Cidadap District Office indicates that the majority have attained higher education. Out of the total staff, 28 employees (57.14%) hold a Bachelor's degree (S1), while 10 individuals (17.86%) possess a Master's degree (S2). Additionally, 11 employees (19.64%) have completed senior high school or equivalent, and 2 employees (3.57%) have an associate degree (D3). No personnel were recorded with education below high school or at the Doctoral (S3) level. Overall, educational qualifications in the Cidadap District Office are relatively high, with the largest proportion holding undergraduate degrees.

The workforce consists of structural staff, computer functional personnel, treasurers, and others with varied expertise. However, some employees occupy roles that do not align with their educational backgrounds—particularly in positions requiring specialized skills such as IT officers or financial staff. This misalignment may cause certain individuals to feel limited in their career progression, as they cannot fully apply their knowledge and competencies. Furthermore, it was noted that several employees lack professional certifications or technical training relevant to their duties. This lack of capacity-building initiatives hampers their performance, especially when delivering direct public services.

Arya Dwiputera (2024) reported that employee development at the Bandung City Personnel and Human Resource Development Agency (BKPSDM) faces internal obstacles, including limited managerial support and complex bureaucratic procedures—particularly regarding study and training permissions. These barriers reduce employee motivation for self-development, even though enhancing competencies is vital for managing today's complex administrative challenges, particularly in the Bandung local government context.

Supporting this, Anggie Yasmin (2024) found that competence, work motivation, and discipline significantly influence employee job satisfaction in the corporate sector. Similarly, research by Dinar Rachmawati et al. (2021) in the banking industry highlighted the importance

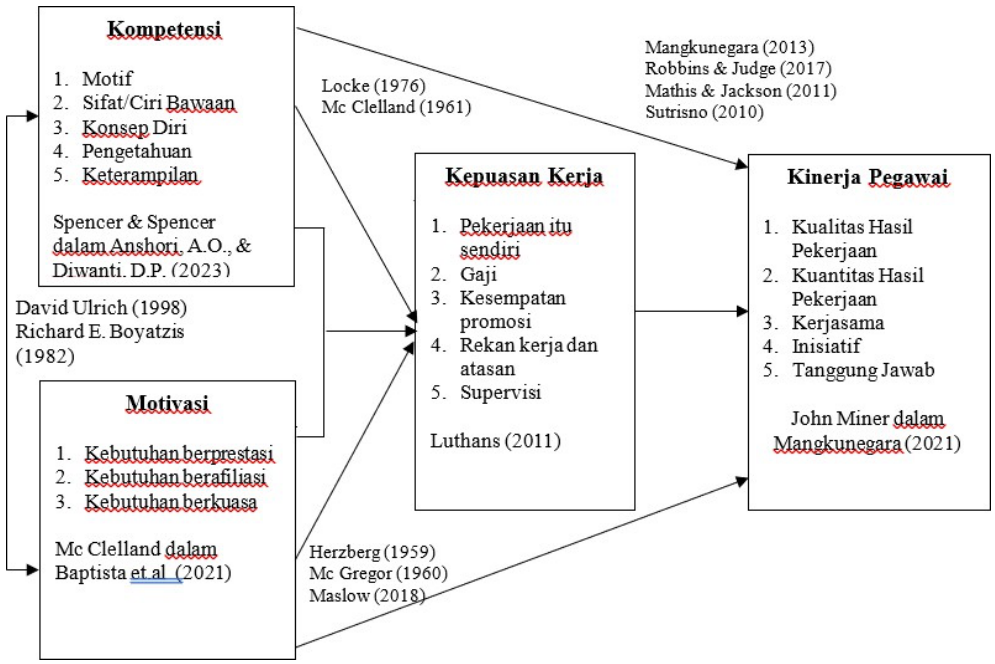
of strengthening organizational commitment, discipline, and motivation—factors that are interconnected and contribute directly to overall employee performance.

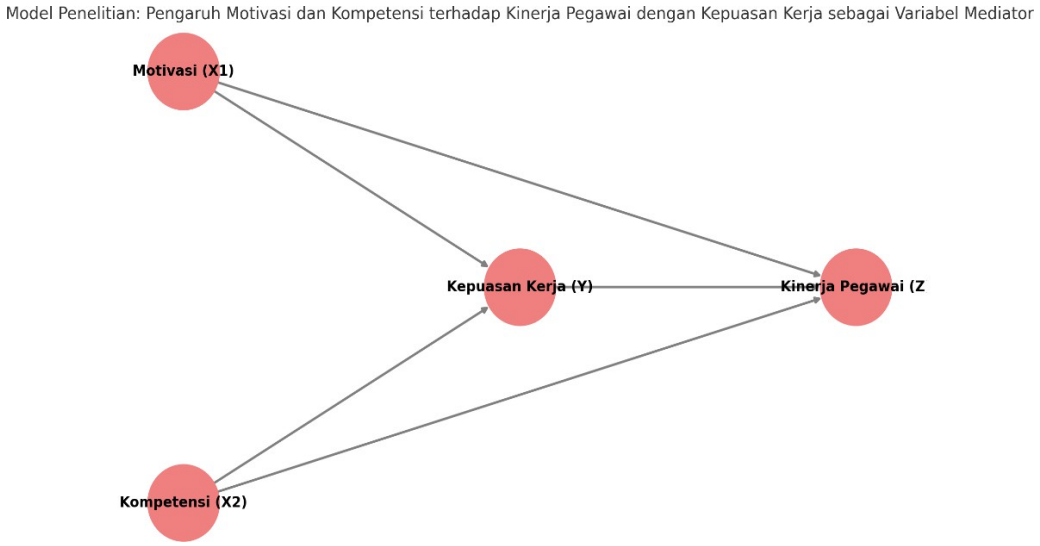
Meanwhile, Wulandari Gunawan et al. (2024), in their study on CV Lanupi Bandung, assessed how work motivation, workplace environment, and job satisfaction impact employee performance. Their findings were echoed by None Niken et al. (2024), who investigated the effects of leadership, workload, and motivation on performance. Their study concluded that leadership and motivation significantly enhance employee output, whereas workload had minimal effect. These findings emphasize the importance of leadership development and motivational strategies in improving staff performance.

However, most of the existing studies are concentrated in the private and educational sectors, making their generalizability to local government environments limited. District-level offices, such as Kecamatan Cidadap, represent critical nodes in the public service system and have unique bureaucratic dynamics requiring a tailored approach to performance improvement strategies.

Based on the review above, it can be inferred that employee job satisfaction in Cidadap District remains low, which likely affects overall performance. This is presumed to be influenced by inadequate motivation and insufficient competence. Therefore, this study is initiated under the title: *"The Influence of Motivation and Competence on Employee Performance with Job Satisfaction as a Mediating Variable (A Case Study at Cidadap District Office, Bandung City)."*

Figure1.5 Research Mindset





Thus, this research design shows that motivation and competence have an influence on the level of job satisfaction of employees, which further contributes to improving their performance in the organization.

The relationship between these variables is shown in a frame of mind diagram that systematically visualizes the flow of influence. Through this approach, it is hoped that a comprehensive understanding of the strategy to improve the quality of human resources in government agencies, especially in the Cidadap District, Bandung City, can be obtained.

METHOD

This study employs a quantitative explanatory approach, which aims to test and clarify causal relationships between variables based on numerical data analyzed through statistical methods. This approach allows the researcher to identify the extent to which independent variables (motivation and competence) influence the dependent variable (employee performance), both directly and indirectly through the intervening variable (job satisfaction).

According to Sugiyono (2017), explanatory research seeks to explain the positioning of variables and the causal relationships between them. Through this approach, the study can provide an in-depth understanding of the mechanisms underlying variable interactions within a predefined theoretical framework. Therefore, this method is highly appropriate for testing the hypotheses proposed in this research.

Data collection was conducted using a survey method, which involves gathering primary data directly from respondents through a closed-ended questionnaire. The instrument was developed based on the indicators of each research variable and measured using a five-point Likert scale. The survey method was chosen for its efficiency in reaching a large number of respondents and its ability to collect systematic and standardized data.

Using this method, the collected data can be quantitatively analyzed to measure the strength of relationships between variables, assess the significance of effects, and evaluate the proposed research model. Consequently, the explanatory quantitative method based on surveys enables this study to produce empirical findings that are objective, measurable, and generalizable.

RESULTS AND DISCUSSION

Convergent Validity

Convergent validity was used to test the validity of the indicator on latent variables, with the criteria of an outer loading value of >0.70. Evaluation was conducted using SmartPLS 4.0 based on the correlation between item scores. The following are the results of *the convergent validity* test:

Table 1.1
Outer Loading

Variabel	Indikator	*Outer Loading*	Hasil Uji
Motivasi	MOT1	0.901	Valid
	MOT2	0.916	Valid
	MOT3	0.895	Valid
	MOT4	0.857	Valid
	MOT5	0.857	Valid
	MOT6	0.866	Valid
	MOT7	0.869	Valid
	MOT8	0.914	Valid
	MOT9	0.910	Valid
	MOT10	0.914	Valid
	MOT11	0.908	Valid
	MOT12	0.910	Valid
	MOT13	0.861	Valid
	MOT14	0.848	Valid
	MOT15	0.908	Valid
	MOT16	0.954	Valid
Kompetensi	KOMP1	0.894	Valid
	KOMP2	0.843	Valid
	KOMP3	0.846	Valid
	KOMP4	0.852	Valid
	KOMP5	0.877	Valid
	KOMP6	0.830	Valid
	KOMP7	0.861	Valid
	KOMP8	0.849	Valid
	KOMP9	0.877	Valid
	KOMP10	0.824	Valid
	KOMP11	0.925	Valid
	KOMP12	0.913	Valid
	KOMP13	0.910	Valid
	KOMP14	0.873	Valid
	KOMP15	0.883	Valid
	KOMP16	0.921	Valid
	KOMP17	0.927	Valid
	KOMP18	0.838	Valid
	KOMP19	0.835	Valid
Kepuasan Kerja	KEP1	0.920	Valid
	KEP2	0.884	Valid
	KEP3	0.911	Valid
	KEP4	0.957	Valid
	KEP5	0.919	Valid
	KEP6	0.887	Valid
	KEP7	0.933	Valid
	KEP8	0.909	Valid
	KEP9	0.910	Valid
	KEP10	0.968	Valid
	KEP11	0.894	Valid

Variabel	Indikator	*Outer Loading*	Hasil Uji
	KEP12	0.923	Valid
	KEP13	0.936	Valid
	KEP14	0.867	Valid
	KEP15	0.917	Valid
	KEP16	0.945	Valid
	KEP17	0.937	Valid
	KEP18	0.883	Valid
	KEP19	0.883	Valid
	KEP20	0.913	Valid
Kinerja	KIN1	0.879	Valid
	KIN2	0.922	Valid
	KIN3	0.856	Valid
	KIN4	0.832	Valid
	KIN5	0.854	Valid
	KIN6	0.914	Valid
	KIN7	0.908	Valid
	KIN8	0.894	Valid
	KIN9	0.868	Valid
	KIN10	0.838	Valid
	KIN11	0.906	Valid
	KIN12	0.917	Valid

Source: Data Processing Results, 2025

In table 4.8, it can be seen that the *outer loading* value of all indicators that make up the construct already has a value greater than 0.70. This shows that the entire indicator is feasible to be used as an indicator that can present each variable.

The assessment *of convergent validity* can also be done by comparing *the Average Variance Extracted* (AVE) value. The construct is considered valid if the AVE value is greater than 0.50.

Tabel 1.2
Average Variance Extracted

Variabel	*Average Variance Extracted* (AVE)
Motivasi (X1)	0,798
Kompetensi (X2)	0,763
Kepuasan Kerja (Z1)	0,838
Kinerja (Y)	0,779

Source: Data Processing Results, 2025

Based on the results in the table above, all the variables studied, namely Motivation (X1), Competency (X2), Job Satisfaction (Z), and Performance (Y) showed AVE values above these thresholds. These findings confirm that all latent variables in this study have met the *requirements of convergent validity* and can be categorized in good conditions.

Discriminant Validity

The next stage after *the convergent validity* test is the *discriminant validity test*. The indicator is said to be valid if the highest *cross loading* value is found in the variable itself.

Discriminant *validity testing* is carried out through two methods, namely *cross loading* and *Fornell-Larcker*. The following are the results of *the cross loading* test:

Table 1.3
Cross Loading

Indikator	Kepuasan Kerja	Kinerja	Kompetensi	Motivasi
KEP1	0.920	0.762	0.816	0.794
KEP2	0.884	0.777	0.776	0.731
KEP3	0.911	0.774	0.823	0.778
KEP4	0.957	0.794	0.872	0.827
KEP5	0.919	0.791	0.848	0.792
KEP6	0.887	0.780	0.823	0.774
KEP7	0.933	0.761	0.854	0.833
KEP8	0.909	0.791	0.815	0.800
KEP9	0.910	0.780	0.862	0.835
KEP10	0.968	0.841	0.852	0.876
KEP11	0.894	0.864	0.827	0.827
KEP12	0.923	0.831	0.841	0.845
KEP13	0.936	0.821	0.889	0.856
KEP14	0.867	0.747	0.760	0.749
KEP15	0.917	0.774	0.828	0.835
KEP16	0.945	0.82	0.884	0.846
KEP17	0.937	0.81	0.867	0.867
KEP18	0.883	0.786	0.770	0.776
KEP19	0.883	0.800	0.790	0.843
KEP20	0.913	0.801	0.755	0.842
KIN1	0.720	0.879	0.72	0.703
KIN2	0.810	0.922	0.775	0.771
KIN3	0.679	0.856	0.661	0.719
KIN4	0.769	0.832	0.727	0.753
KIN5	0.782	0.854	0.713	0.781
KIN6	0.812	0.914	0.725	0.804
KIN7	0.782	0.908	0.768	0.777
KIN8	0.763	0.894	0.752	0.755
KIN9	0.709	0.868	0.745	0.707
KIN10	0.708	0.838	0.706	0.624
KIN11	0.839	0.906	0.859	0.803
KIN12	0.814	0.917	0.770	0.779
KOMP1	0.837	0.745	0.894	0.805
KOMP2	0.752	0.706	0.843	0.696
KOMP3	0.733	0.743	0.846	0.743
KOMP4	0.771	0.718	0.852	0.692

Indikator	Kepuasan Kerja	Kinerja	Kompetensi	Motivasi
KOMP5	0.778	0.707	0.877	0.730
KOMP6	0.751	0.708	0.830	0.700
KOMP7	0.825	0.750	0.861	0.804
KOMP8	0.755	0.668	0.849	0.681
KOMP9	0.781	0.721	0.877	0.740
KOMP10	0.751	0.684	0.824	0.675
KOMP11	0.822	0.735	0.925	0.75
KOMP12	0.862	0.784	0.913	0.833
KOMP13	0.849	0.779	0.91	0.821
KOMP14	0.761	0.701	0.873	0.712
KOMP15	0.815	0.778	0.883	0.763
KOMP16	0.851	0.819	0.921	0.842
KOMP17	0.837	0.825	0.927	0.797
KOMP18	0.727	0.683	0.838	0.701
KOMP19	0.732	0.722	0.835	0.724
MOT1	0.780	0.793	0.753	0.901
MOT2	0.848	0.790	0.826	0.916
MOT3	0.753	0.737	0.731	0.895
MOT4	0.730	0.769	0.683	0.857
MOT5	0.792	0.724	0.772	0.857
MOT6	0.789	0.752	0.706	0.866
MOT7	0.755	0.726	0.733	0.869
MOT8	0.871	0.774	0.849	0.914
MOT9	0.845	0.753	0.762	0.910
MOT10	0.820	0.756	0.773	0.914
MOT11	0.820	0.787	0.791	0.908
MOT12	0.782	0.763	0.805	0.910
MOT13	0.715	0.741	0.748	0.861
MOT14	0.760	0.691	0.764	0.848
MOT15	0.829	0.773	0.753	0.908
MOT16	0.858	0.808	0.816	0.954

Source: Data Processing Results, 2025

Based on the test results, it is known that each indicator has a higher *cross loading* value than other indicators and can be called valid. Further *Fornell-Larcker testing*:

Table 1.4
Fornell-Larcker

Variabel	Kepuasan Kerja	Kinerja	Kompetensi	Motivasi
Kepuasan Kerja	0.915			
Kinerja	0.870	0.883		
Kompetensi	0.905	0.844	0.873	
Motivasi	0.893	0.850	0.859	0.894

Source: Data Processing Results, 2025

The results of the data processing in the table show that each variable has the highest value in its respective columns, so it can be concluded that *the discriminant validity* criteria have been met.

Reliability Test

This test aims to assess the reliability of latent variables by looking at composite reliability values and *Cronbach's alpha*. The variable is declared reliable if both values exceed 0.70.

Table 1.5
Reliability Test

Variabel	Cronbach's alpha	Composite reliability	Keterangan
Kepuasan Kerja	0.990	0.990	Reliabel
Kinerja	0.974	0.975	Reliabel
Kompetensi	0.983	0.983	Reliabel
Motivasi	0.983	0.984	Reliabel

Source: Data Processing Results, 2025

Based on the results of the data processing, it was shown that the values *of the composite reliability* and *Cronbach's alpha* test results on each latent variable showed a value greater than 0.70. In other words, the indicators are consistent in these measurements. Here is a picture of the outer model in this study:

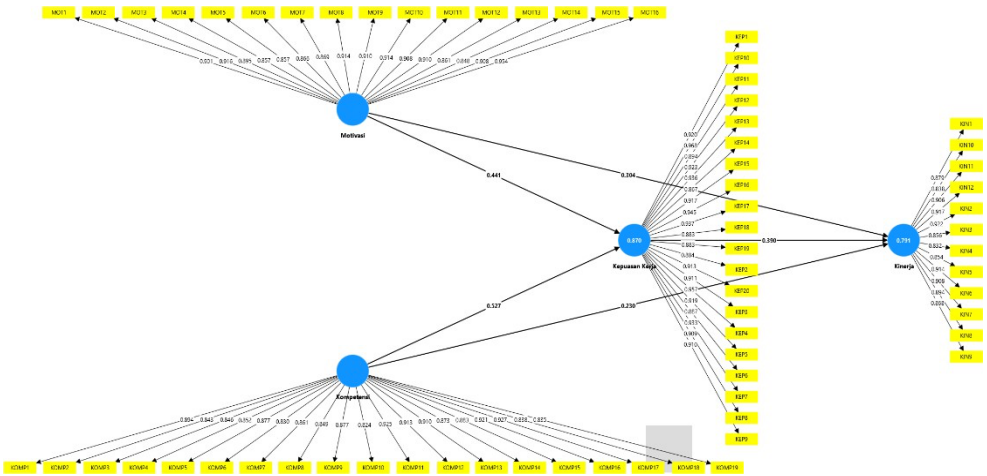


Figure 1.6 Outer Model

Source: Data Processing Results, 2025

Inner Model Evaluation

An Inner Model (*structural model*) is a model that shows the approximate power interaction relationship between latent variables or constructs. This test is carried out to determine the impact of variables or causal relationships in a study. Here is an image of the inner model:

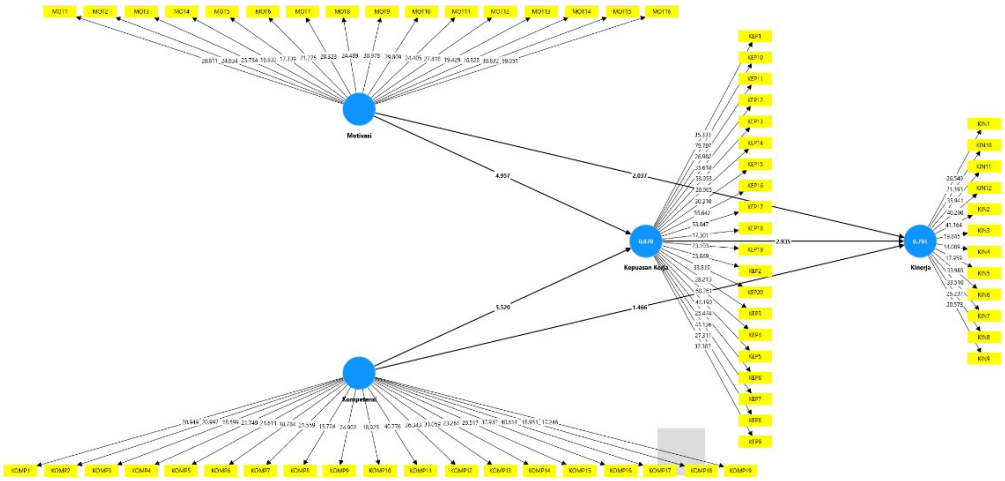


Figure 1.7 Inner Model

Sumber: Hasil Olah Data, 2025

Coefficient of Determination (R^2)

The coefficient of determination (*R-Square*) is a number that shows the influence of an exclusive exogenous latent variable on an endogenous latent variable, whether it has a substantive impact. *R-Square Value* (R^2) 0.75, 0.50, and 0.25 indicate that the model is strong, moderate, or weak.

Table 1.6
Coefficient Determination Test

Variabel	R-square	Keterangan
Kepuasan Kerja	0.870	Kuat
Kinerja	0.791	Kuat

Source: Data Processing Results, 2025

Based on the results of the analysis of the R-square value, it is known that the Job Satisfaction variable has a value of 0.870, which shows that 87% of variations or changes in job satisfaction can be explained by independent variables used in the research model, namely motivation and competence. This indicates that the relationship between independent variables and job satisfaction is relatively strong. Meanwhile, the Performance variable showed an R-square value of 0.791, which means that 79.1% of changes in performance can also be explained by the variables motivation, competence, and job satisfaction. Just like job satisfaction, this value shows that the relationship between performance and the predictive variables is also relatively strong.

Predictive Relevance (Q^2)

Testing Q^2 The aim is to assess the predictive relevance of complex models with *the blindfolding* method, i.e. eliminating some of the indicator data and then estimating the parameters using the remaining data. The model is declared to have predictive relevance if the Q^2 greater than 0. The following are the results of the *Predictive Relevance test*Q^2

Table 1.7
Predictive Relevance

Variabel	Q² *Predict*	Hasil Uji
Kepuasan Kerja	0.867	Relevan
Kinerja	0.758	Relevan

Source: Data Processing Results, 2025

Based on the results of *the Predictive Relevance test* (Q²), All variables show predictive relevance. The job satisfaction variable has a value Q² 0.867 and performance of 0.758. Because all the values Q² greater than 0, then it can be concluded that the model has good predictive ability for these three variables.

Hypothesis

Hypothesis testing can be seen the results of coefficients and T-statistical values from the inner model in the following table.

Table 1.8
Hypothesis

Variabel	Original Sample	T Hitung	P-Value
Kepuasan Kerja -> Kinerja	0.390	2.935	0.003
Kompetensi -> Kepuasan Kerja	0.527	5.520	0.000
Kompetensi -> Kinerja	0.230	1.466	0.143
Motivasi -> Kepuasan Kerja	0.441	4.957	0.000
Motivasi -> Kinerja	0.304	2.037	0.042
Kompetensi -> Kepuasan Kerja -> Kinerja	0.206	2.927	0.003
Motivasi -> Kepuasan Kerja -> Kinerja	0.172	2.212	0.027

Source: Data Processing Results, 2025

Discussion

The Effect of Motivation on Performance

The results of the study show that motivation has a significant influence on the performance of employees of Cidadap District, Bandung City. These findings show that a high level of motivation is able to encourage improved performance in the implementation of public duties and services. Employees who feel motivated will show greater commitment to job responsibilities, be more active in completing tasks, and show initiative in facing work challenges.

In the context of management, motivation is an important part of the direction function that functions to move human resources towards achieving organizational goals. Robbins and Coulter (2012) stated that an effective managerial process, including in the aspect of direction, needs to pay attention to the element of motivation because this is directly related to the individual's willingness to work. In Cidadap District, when leaders are able to create a fair work system, reward achievements, and provide room for development, employees will feel valued and more encouraged to show optimal performance.

Motivation is also inseparable from the human resource management (HRD) approach, which focuses on empowering the workforce to achieve organizational excellence. Hasibuan (2012) stating that good management will design a work system that is able to encourage employee involvement emotionally and rationally. In this case, Cidadap District needs to ensure that basic employee needs such as welfare, job security, and social support are met so that work morale remains high. This is in line with the maintenance and compensation function in MSDM.

The fulfillment of this employee needs can be explained through Maslow's Hierarchy of Needs Theory (1943), which ranks human needs from the most basic (physiological) to the highest (self-actualization). Employees who have met their basic needs will be encouraged to reach higher levels of needs, such as rewards and self-actualization. In Cidadap District, the motivation of employees who have felt economically and socially secure tends to develop towards self-achievement in the form of contributing to quality public services. When the organization is able to facilitate the fulfillment of these needs, employee motivation and performance will increase simultaneously.

McClelland's Theory of Needs (1961) also provides a relevant framework for understanding how motivation affects performance. In this theory, work motivation is influenced by three main needs, namely the need for achievement, affiliation, and power. Employees who have the motivation to achieve achievement will set work targets and try to achieve them optimally. Meanwhile, employees with an affiliation drive will maintain the harmony of teamwork, which is important in public service. Employees who are driven by the need for power tend to be active in decision-making and lead service improvement initiatives. These three forms of needs, if properly facilitated by the organization, will create a positive synergy to improve overall performance.

The presence of motivation can also be understood through Herzberg's (1959) two-factor theory, which separates motivator and hygiene factors. In its implementation, providing work challenges, recognition of work results, and self-development opportunities play a role as motivators that encourage high performance. Meanwhile, hygiene factors such as salary, working conditions, and relationships between employees create a stable and comfortable work environment. Cidadap District employees who feel these two aspects tend to be more productive and loyal to the organization.

Strong motivation is closely related to the leadership style applied. McGregor (1960) in Theory Y emphasized that employees will work well if they are given trust, responsibility, and opportunities to grow. In the reality in Cidadap District, leaders who are open to employee ideas, provide positive feedback, and support individual initiatives have succeeded in creating a conducive work climate. A work environment like this is able to facilitate the growth of internal motivation of employees, which directly impacts their performance.

Systemic motivation management through a fair and measurable reward system is also a determining factor for the success of performance improvement. In public organizations such as sub-districts, awards are not only in the form of bonuses or allowances, but can also be in the form of symbolic appreciation such as award certificates or promotions of positions. Vroom's Expectancy Theory (1964) explains that employees will be motivated to work better if they believe that their efforts will be recognized and rewarded. When these expectations are met, performance increases significantly.

These results are in line with the research of Aprillianti & Aryata (2025), Nurdin & Dayona (2024), Dayona et al. (2023), and Irwanto et al. (2023) which shows that work motivation has a positive influence on performance. The study concluded that the higher the motivation of employees, the greater their contribution to the achievement of organizational targets. Thus, these findings confirm that motivation is an important factor in building performance, including in Cidadap District, Bandung City.

The Influence of Competency on Performance

Based on the results of the study, competence does not have a significant direct influence on the performance of employees of Cidadap District, Bandung City. This means that even if employees have a sufficient level of competence, this is not necessarily followed by a direct increase in performance. This condition shows that competence alone is not enough to encourage optimal performance if it is not accompanied by other supporting factors such as motivation and job satisfaction.

From a management perspective, competence is indeed an important part of the planning and organizing function. According to Robbins & Coulter (2012), the role of management is to ensure that each individual is placed according to his or her expertise. However, the competencies possessed by employees will not function optimally if managers are not able to direct and develop these potentials within an effective framework. Structural and bureaucratic conditions in the public sector are sometimes obstacles to competency optimization, such as a lack of advanced training or roles that are not in line with expertise.

Human Resource Management (HRM) also emphasizes the importance of competency development through continuous training and performance evaluation. Boyatzis (1982) states that competence includes not only technical skills, but also interpersonal and managerial skills. In Cidadap District, the lack of a structured development or coaching program can cause employee competencies not to be optimally actualized in their performance. This shows the need for a which supports systematic and sustainable capacity building.

Competence will have a greater impact on performance if managed within an organizational context that ensures balance between tasks and employee abilities. Spencer & Spencer (1993) argue that competence will be effective if there is a match between job demands and individual capabilities. When employees have skills but are not given the opportunity to express or implement them, these competencies become less meaningful to performance. In Cidadap District, employees with high skills may not be given space to manage projects or roles accordingly.

Another aspect that affects the relationship between competence and performance is the role of the organization in creating a work environment that supports innovation. Dave Ulrich (1998) in his theory states that organizational competence is formed from the synergy between individuals, management structures, and work culture. If Cidadap District has not fully encouraged a competency-based work culture, then the contribution of individuals to organizational performance will be less than optimal. In addition, limited facilities and infrastructure can also hinder employees in implementing their competencies to the maximum.

The influence of competence on performance can be more pronounced when combined with motivation and job satisfaction factors as a mediator. Therefore, there is a need for an integrative strategy that links competency development with the provision of work challenges, incentives, and results-based performance evaluation. This competency-based MSDM approach is more suitable to be applied to government agencies that target improving public services and employee professionalism.

The results of this study are supported by the findings of Irwanto et al. (2023), Aprillianti & Aryata (2025), and Putri et al. (2024) who state that competence alone does not guarantee performance improvement if it is not accompanied by a supportive organizational system. Therefore, competency management in Cidadap District needs to be integrated with more strategic work planning.

The Effect of Job Satisfaction on Performance

The results of the study show that job satisfaction has a significant effect on the performance of employees of Cidadap District, Bandung City. These findings show that when employees feel satisfied with their work, both in terms of working conditions, social relationships, and awards received, they tend to show more optimal performance. Job satisfaction is a strong internal driver that increases productivity and responsibility for the tasks undertaken.

In management, the direction and control functions have an important role in shaping job satisfaction that has an impact on performance. According to Robbins & Coulter (2012), job satisfaction is the result of management that is able to create a conducive work climate. Effective briefings, open communication between superiors and subordinates, and a fair evaluation system can increase job satisfaction. In Cidadap District, the application of a

participatory managerial approach can create a work environment that supports employee performance.

According to Human Resource Management (HRM) theory, job satisfaction is one of the important goals to be achieved in order for the organization to remain productive and sustainable. Hasibuan (2012) stated that job satisfaction includes employees' perception of compensation, career development, and work environment. In Cidadap District, if employees feel that recognition for their hard work is not given or there is no clarity on career paths, then job satisfaction decreases and has a negative impact on performance. On the contrary, proper rewards and training will encourage employees to deliver maximum work results.

The fairness theory from Adams (1963) reinforces that job satisfaction arises when individuals feel that the organization's treatment of their contributions is fair. When Cidadap District employees consider that the input they provide is equivalent to the output received, such as allowances or promotions, they will be encouraged to work well. On the other hand, if you feel that you are being treated unfairly compared to your co-workers, it can reduce motivation and productivity. Therefore, the application of the principle of justice is one of the important keys in increasing satisfaction and performance.

McClelland (1961) also explains that job satisfaction can be achieved if the employee's basic needs for achievement, affiliation, and power are met. In the context of Cidadap District employees, the need to be appreciated for achievements, accepted into work groups, and given greater responsibility can increase their satisfaction. Employees who feel needed and recognized will have a higher morale, which ultimately has an impact on the achievement of overall organizational performance.

Job satisfaction is also closely related to a participatory and inclusive organizational culture. A supportive work environment, good communication between employees and superiors, and a harmonious work atmosphere are important factors in shaping job satisfaction. Wise conflict management and attention to the welfare of employees in Cidadap District are aspects that cannot be ignored in improving the performance of local government apparatus.

This research is in line with studies conducted by Nurdin & Dayona (2024), Riyadi et al. (2017), and Sulistyaningrum & Pinaraswati (2024) which stated that job satisfaction has a positive and significant relationship with employee performance. Therefore, job satisfaction is not only the end result of organizational policies, but also a strategic tool in encouraging overall employee performance.

The Effect of Motivation on Job Satisfaction

The results of the study show that motivation has a significant effect on the job satisfaction of employees of Cidadap District, Bandung City. When employees have a strong internal drive to work, such as a desire to grow, gain recognition, or achieve achievements, they tend to feel more satisfied with the work they are doing. Motivation is a key factor that influences how employees assess and feel about their work as a whole.

From a management perspective, motivation is part of the directing function that is very important in improving the quality of work. Robbins and Coulter (2012) state that effective directing must be able to understand individual needs and adapt leadership approaches to employee characteristics. Employees who feel their motivation is taken care of, for example by being given the opportunity to innovate or get new responsibilities, will feel more appreciated, resulting in a sense of satisfaction with their work. In Cidadap District, this can be realized by giving an active role to employees in decision-making or rewarding creative ideas.

In Human Resource Management theory, motivation is part of performance management and employee empowerment. Armstrong (2014) emphasizes that organizations that want to improve job satisfaction must understand the work motives of individuals and create a relevant incentive system. In a government environment such as Cidadap District, a form of motivation

can come from benefits, career development, or a supportive work environment. Motivated employees feel that their work is meaningful, so job satisfaction increases.

Maslow (1943) in his theory stated that motivation arises from multi-level needs, ranging from basic needs to self-actualization. When basic needs such as job security and salary are met, employees will begin to pursue social needs and rewards. Cidadap District employees who feel that their social needs and recognition are met tend to feel satisfied with their work. When the organization is able to meet needs at a higher level, employees are not only physically satisfied, but also feel fulfilled emotionally and psychologically.

Herzberg (1959) distinguishes between motivators and hygiene factors. Motivators such as achievement, responsibility, and personal development have a direct influence on job satisfaction. Meanwhile, hygiene factors such as working conditions and salary only prevent dissatisfaction. The application of this theory in Cidadap District emphasizes that increasing job satisfaction is not only a matter of providing facilities, but also involves providing meaningful job challenges and recognition of achievements.

McGregor's Theory (1960) through Theory Y also asserts that individuals are naturally happy to work and can regulate themselves if given the opportunity. Cidadap District employees who are given space to be responsible and develop will feel more motivated and satisfied with their work. When the boss entrusts responsibility to employees, this becomes a form of appreciation that has an impact on significantly increasing job satisfaction.

This research is strengthened by the research results of Oktaviani (2024), Sulistyaningrum & Pinaraswati (2024), and Irwanto et al. (2023) which show that motivation has a positive and significant influence on job satisfaction. Therefore, strong motivation is an important foundation in forming sustainable job satisfaction in the government environment.

The Effect of Competency on Job Satisfaction

The results of the study show that competence has a significant influence on the job satisfaction of employees of Cidadap District, Bandung City. Employees who have adequate knowledge, skills, and abilities in carrying out tasks tend to feel more confident, appreciated, and satisfied with the work they do. When individuals feel competent in their roles, they will have an easier time getting work done, feeling more productive, and less likely to experience work stress, which ultimately increases job satisfaction levels.

The basic concept of management places competency development as an important part of human resource strategic planning (Stoner et al., 1995). In the context of government, employees who have high competence will be able to provide effective services to the community. Koontz & Weihrich (2011) also emphasized that employees who have the ability to complete their tasks efficiently and effectively will be more motivated, have a high sense of achievement, and feel job satisfaction because they feel useful for their organization.

In the theory of Human Resource Management, human resource development is the key to improving competence. Armstrong (2014) states that good competence can be achieved through training, education, and structured work experience. Cidadap District employees who receive periodic training and technical guidance in their field of work will feel appreciated and developed, thus creating a sense of satisfaction in carrying out their duties and responsibilities. This also creates loyalty and commitment to the agency.

According to Boyatzis (1982), individual competencies such as strategic thinking skills, interpersonal communication, and self-management have a direct impact on work performance and welfare. When employees feel they are able to complete their work well, they are not only more productive but also have a positive self-image, which has an impact on job satisfaction. In Cidadap District, the ability to prepare reports, provide effective public services, and interact with the community professionally are relevant competency indicators.

Spencer & Spencer (1993) added that competence includes affective aspects that affect employee emotional satisfaction. When employees are able to establish good working

relationships, manage conflicts, and participate in decision-making, the work atmosphere becomes more conducive. In local government such as Cidadap District, effective collaboration between fields is a reflection of interpersonal competence that can encourage job satisfaction through the creation of a harmonious and communicative work environment.

The theory of organizational competence by Ulrich (1998) emphasizes the importance of integration between individual development and organizational culture and structure. Employees who feel that their competencies are in accordance with the needs of the organization will feel that their work is relevant and valuable. When the work culture in Cidadap District supports learning and capacity building, employees will feel comfortable, recognized for their contributions, and satisfied with a work environment that supports their sustainable development.

This research is strengthened by the findings of Oktaviani (2024), Sulistyaningrum & Pinaraswati (2024), Saputra & Hidayatulloh (2024) and Irwanto et al. (2023) which show that competence has a positive relationship with job satisfaction. These findings support that improving competencies can be one of the important strategies in creating satisfied and high-performing employees in the government sector.

The Effect of Motivation on Performance Through Job Satisfaction

The results of the study show that motivation has a significant effect on the performance of employees of Cidadap District, Bandung City through job satisfaction as a mediating variable. This means that motivation not only has a direct impact on performance improvement, but also indirectly strengthens performance through increased job satisfaction. When employees feel motivated in carrying out their duties, they tend to be more satisfied with their work, and this satisfaction encourages them to deliver better results.

Management as a process of managing resources efficiently and effectively (Robbins & Coulter, 2012) places motivation as one of the main elements in the direction function. In the context of public organizations such as sub-districts, briefings that create intrinsic motivation of employees, such as a sense of belonging and pride in their work, will increase satisfaction that leads to optimal performance. Koontz & Weihrich (2011) stated that the role of leadership in guiding and directing employees can create a motivating and productive work atmosphere.

In the concept of HRM, fulfilling the motivational needs of employees through compensation, training, and career clarity is able to create a work environment that supports job satisfaction. Armstrong (2014) emphasizes that well-directed motivation can form a positive perception of work, increase employee engagement, and ultimately contribute to improving organizational performance. Employees who feel that their needs are being taken care of, both materially and non-materially, tend to work harder and be more focused.

The theories of Maslow (1943) and Herzberg (1959) explain that when the basic needs of employees are met and they gain recognition and opportunities for self-development, they will achieve a level of actualization that promotes job satisfaction. This satisfaction will be reflected in high work morale, discipline, and improved quality of work results. Within the scope of Cidadap District, forms of motivation such as appreciation for performance, trust from superiors, and involvement in decision-making play an important role in increasing job satisfaction.

McGregor's theory (1960) also provides the understanding that management that views employees as individuals capable of development (Theory Y) will provide space for them to take initiative and innovate. This treatment creates an intrinsic motivation that increases job satisfaction. In an environment that values employee initiative, such as in Cidadap District, employees feel that their role is important in achieving the agency's goals, which then encourages them to work more optimally and with quality.

Herzberg (1959) emphasized that motivating factors such as responsibility and achievement can increase job satisfaction which in turn has a positive impact on performance.

Employees who are given greater challenges and responsibilities will feel valued, which creates high job satisfaction and morale. This shows that motivation and job satisfaction reinforce each other in shaping superior employee performance in government agencies.

Previous research by Nurdin & Dayona (2024) proves that systematically directed motivation can increase job satisfaction and have an impact on better performance. This study strengthens the finding that job satisfaction is an important pathway in strengthening the relationship between motivation and employee performance in the public sector such as Cidadap District.

The Influence of Competency on Performance Through Job Satisfaction

This study shows that competence has a significant influence on the performance of employees of Cidadap District, Bandung City through job satisfaction as a mediation variable. This means that competence not only has a direct impact on performance improvement, but also indirectly affects performance through increased job satisfaction. Employees who have the knowledge, skills, and abilities that match the demands of the job tend to feel satisfied because they are able to complete tasks well, and this sense of satisfaction motivates them to maintain or improve their performance.

Effective management according to Robbins & Coulter (2012) emphasizes that human resource management must be directed at achieving organizational goals efficiently and effectively. In this case, competence is an important element in the organizing and directing function. Competent employees are able to adjust to the workflow, understand the tasks thoroughly, and are able to work independently and in a team. G.R. Terry (2010) also stated that the effectiveness of public services is inseparable from the quality of human resources, where competence is the main key.

According to the Human Resource Management (HRDM) approach, competency development is an important process in increasing employee productivity and job satisfaction. Training, education, and work experience provided systematically are able to shape the technical and interpersonal abilities of employees. Hasibuan (2012) stated that human resource development is one of the main functions in human resources which aims to support the achievement of organizational goals. With the appropriate competencies, employees feel more confident and satisfied because they are able to overcome job challenges professionally.

Boyatzis (1982) and Spencer & Spencer (1993) argue that high competence will create efficiency and a sense of achievement that triggers job satisfaction. The competencies possessed include not only technical skills, but also communication skills, decision-making, and managerial skills that are important in public service. In the context of Cidadap District, competent employees will be more appreciated by the community and superiors, thereby increasing their pride and satisfaction with their work.

Ulrich (1998) emphasizes that individual competencies cannot be separated from the supporting organizational system. A work environment that encourages competency development will strengthen the relationship between competence and job satisfaction. When employees are given space to learn and grow, they feel valued and motivated to make their best contributions. This will create a positive cycle between competence, job satisfaction, and performance.

Boyatzis also explained that competencies that continue to be developed will encourage employees to be more active, innovative, and responsible at work. When employees are able to meet the demands of their job well, they will feel satisfied and tend to show higher performance. In the context of the public sector, strong competencies supported by job satisfaction will have a direct impact on better quality public services.

Previous research by Sulistyaningrum & Pinaraswati (2024) supports this finding by stating that competencies supported by satisfaction, can increase effectiveness in completing

tasks. Thus, the results of this study are consistent with previous findings that competence is an important factor that directly or indirectly affects performance through job satisfaction.

CONCLUSION

This study concludes that motivation significantly influences the performance of employees at the Cidadap District Office, both directly and indirectly through job satisfaction. Employees who are internally driven tend to perform better due to increased job satisfaction, feeling appreciated, and being motivated to deliver their best. In contrast, competence does not directly affect performance but significantly contributes to job satisfaction, which in turn positively impacts employee performance.

Job satisfaction plays a crucial mediating role. Employees who are satisfied with their work environment and possess competencies aligned with job demands tend to show greater enthusiasm and more effective performance. Therefore, enhancing employee motivation and aligning skill development with job requirements are essential to improving the performance of public sector employees, particularly at the sub-district level like Cidadap.

REFERENCES

Adams, J. S. (1963). Toward an understanding of inequity. *Journal of Abnormal and Social Psychology, 67*(5), 422–436.

Anshori, A.O., & Diwanti, D.P. (2023). Pengaruh budaya organisasi dan kompetensi konsep Spencer and Spencer terhadap kinerja karyawan (Studi kasus Karyawan Pegadaian Syariah Wilayah Yogyakarta). *JBMA (Jurnal Bisnis, Manajemen, dan Akuntansi)*, 10(1), 45 – 54. https://doi.org/10.54131/jbma.v10i1.154

Afandi, R. (2021). Faktor-faktor lingkungan kerja dalam organisasi sektor publik. *Jurnal Ilmu Administrasi, 7*(2), 112–125.

Ahmadpour-Samani, M., et al. (2022). Exploring equity theory in public human resource management. *International Journal of Public Sector Performance, 6*(1), 88–102.

Alsafadi, Y., & Altahat, S. (2021). Human resource management practices and employee performance: The role of job satisfaction. *Journal of Asian Finance, Economics and Business, 8*(1), 519–529. https://doi.org/10.13106/jafeb.2021.vol8.no1.519

Aprillianti, S., & Aryata, I. M. (2025). Pengaruh motivasi kerja dan kompetensi kerja terhadap kinerja pegawai pada Dinas Tenaga Kerja Kota Bogor (Studi Kasus Divisi Transmigrasi). *Jurnal Ilmiah Swara Manajemen, 5*(1).

Astuti, R., et al. (2018). Kebijakan sistem reward dan kinerja pegawai. [Artikel tidak dipublikasikan].

Baron, R. M., & Kenny, D. A. (1986). The moderator–mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of Personality and Social Psychology, 51*(6), 1173–1182. https://doi.org/10.1037/0022-3514.51.6.1173

Barros, M. (2025). Public sector transformation and employee behavior: A review. *Journal of Public Performance, 11*(1), 1–17.

Baptista, M., Silva, A., & Cruz, R. (2021). McClelland's achievement motivation theory and performance in organizations. *European Journal of Business and Management, 13*(5), 100–110.

Bass, B. M. (1985). *Leadership and performance beyond expectations*. Free Press.

Bennett, R., & Brown, C. (2021). The impact of workspace design on public sector employee wellbeing and performance. *Journal of Public Administration, 47*(2), 245–262.

Birhanu, G. (2022). Determinants of employee performance in public organizations. *Ethiopian Journal of Public Administration, 9*(1), 34–45.

Boyatzis, R. E. (1982). *The competent manager: A model for effective performance*. John Wiley & Sons.

Burns, J. M. (1978). *Leadership*. Harper & Row.

Cantarelli, P. (2023). Administrative behavior in modern bureaucracy. *Public Administration Review, 83*(3), 455–468.

Cropanzano, R., & Lehman, A. R. (2023). Reframing classical management functions in the context of modern public organizations. *Journal of Public Administration Research and Theory, 33*(2), 154–172.

Darmayanti, L., Sari, D. P., & Nugroho, R. A. (2023). Effect of public service motivation, self-efficacy, and competency on the performance of civil apparatuses. International Journal of Public Sector Performance, 6(2), 75–88.

Dayona, G., et al. (2023). Pengaruh budaya organisasi dan motivasi terhadap kinerja tenaga pendidik: Studi kasus pada SMK Medikacom. Transformasi Manageria: Journal of Islamic Education Management, 3(2), 394–405.

Dinar Rachmawati, Gurawan Dayona, & Nunung Ayu Sofiati (Efi. (2021). Analisis Komitmen Organisasi dan Disiplin Terhadap Motivasi Serta Impikasinya Pada Kinerja Pegawai Bank Bjb Kantor Wilayah 1. *Jurnal Indonesia Membangun*, 20(03), 43–66. https://doi.org/10.56956/jim.v20i03.59

Drucker, P. F. (1999). *Management Challenges for the 21st Century*. HarperBusiness.

Dwiputera, M., Kota Bandung, A., Jawa, P., Program, B., Manajemen, S., Daya, S., Sektor, M., Fakultas, P., & Pemerintahan, M. (n.d.). Pengembangan Pegawai Di Badan Kepegawaian Dan Pengembangan Sumber Daya Manusia Kota Bandung Provinsi Jawa Barat. Retrieved July 11, 2024, from http://eprints.ipdn.ac.id/18159/1/repository_Mochamad%20Arya%20Dwiputera.pdf

Edwin B. Flippo. (2014). *Manajemen Personalia*. Erlangga.

Elamaki, M., Elmehdi, K., & Benhida, K. (2024). Impact of motivation on the job performance of public sector employees: The case of Morocco. *International Journal of Management and Applied Research, 11*(1), 22–35.

Elyana, M., & Edalmen, S. (2024). Peran mediasi kepuasan kerja dalam hubungan antara iklim organisasi dan kinerja pegawai. *Jurnal Administrasi dan Kebijakan Publik, 10*(1), 22–35.

Fabre, C., Ali, A., & Martin, J. (2024). Exploring the impact of motivation on job performance: A study of government personnel in public sector organizations. *Journal of Public Administration Research, 18*(3), 202–220.

Fayol, H. (1949). *General and Industrial Management*. Pitman.

Firmansyah, R., & Kurniawan, D. T. (2021). Pengaruh transformational leadership terhadap kinerja karyawan di instansi pemerintahan. *Jurnal Istiqro, 7*(1), 65–77.

Fitria, M., Hasanah, S., & Rachmad, R. (2025). Kepemimpinan transformasional dan tantangan kerja dalam organisasi publik. *Jurnal Ilmu Administrasi Negara, 9*(2), 221–232.

Getahun, M., & Yohannes, S. (2025). The effect of leadership on employee satisfaction and performance. *African Journal of Management Studies, 14*(1), 77–90.

Gomez-Mejia, L. R., Balkin, D. B., & Cardy, R. L. (2010). *Managing Human Resources*. Pearson.

Gu, Z., Chupradit, S., Ku, K. Y., Nassani, A. A., & Haffar, M. (2022). Impact of employees' workplace environment on employees' performance: A multi-mediation model. *Frontiers in Public Health, 10*, Article 890400. https://doi.org/10.3389/fpubh.2022.890400

Gulick, L., & Urwick, L. (1937). *Papers on the Science of Administration*. Institute of Public Administration.

Gunawan, W., Yoyo Sudaryo, Ismail, G. D., Suryaningprang, A., & Aziz, D. A. (2024). The Influence of Work Motivation, Work Environment and Job Satisfaction on Employee Performance at CV Lanupi Bandung. Syntax Idea, 6(5), 2174–2180.

https://doi.org/10.46799/syntax-idea.v6i5.3262Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2020). *Multivariate data analysis* (8th ed.). Cengage Learning.

Gurawan Dayona, Sari, L. L., Riyandi Nur Sumawidjaja, & Yoyo Sudaryo. (2022). Pengaruh Budaya Organisasi Dan Motivasi Terhadap Kinerja Tenaga Pendidik. Transformasi Manageria Journal of Islamic Education Management, 3(2), 394–405. https://doi.org/10.47467/manageria.v3i2.2500

Hajiali, M., Rezapour, S., & Afshari, M. (2022). Determination of work motivation, leadership style, and employee competence on job satisfaction and employee performance. International Journal of Human Resource Studies, 12(1), 13–25.

Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2022). *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)* (3rd ed.). SAGE.

Hasibuan, M. S. P. (2012). *Manajemen Sumber Daya Manusia*. Bumi Aksara.

Herzberg, F. (1959). *The motivation to work*. Wiley.

Hidayat, E. S., Dayona, G., & Sofiati, N. A. (2021). Analisis gaya kepemimpinan dan kompensasi terhadap motivasi karyawan dan implikasinya terhadap kepuasan kerja (Survey karyawan pada PT. Bank Rakyat Indonesia (Persero) Tbk). Jurnal Indonesia Membangun, 20(3), September–Desember. https://jurnal.inaba.ac.id/

Idris, I., Adi, K., Soetjipto, B. E., & Supriyanto, A. (2020). The mediating role of job satisfaction on compensation, work environment, and employee performance: Evidence from Indonesia. *Entrepreneurship and Sustainability Issues, 8*(2), 735–750. https://doi.org/10.9770/jesi.2020.8.2(44)

Indah Rahma Safitri, & Adi Martono. (2024). Pengaruh Motivasi Kerja dan Kompetensi terhadap Kinerja Karyawan (Studi pada PT. Fajar Mekar Indah Jakarta Selatan). Lensa Ilmiah Jurnal Manajemen Dan Sumberdaya, 3(3), 108–113. https://doi.org/10.54371/jms.v3i3.675

Irwanto, I., et al. (2023). Pengaruh motivasi dan kompetensi terhadap kinerja pegawai melalui kepuasan kerja pada Kantor Kecamatan Mamasa Kabupaten Mamasa. Jurnal Ekonomi dan Manajemen, 8(2), 324–348.

Kalos, Y., et al. (2023). Pengaruh lingkungan kerja fisik, motivasi kerja dan stres kerja terhadap kepuasan kerja karyawan PT Media Solusi Network. JEMSI (Jurnal Ekonomi, Manajemen, dan Akuntansi), 9(4), 1359–1367.

Kasmir. (2019). *Manajemen Sumber Daya Manusia (Teori dan Praktik)*. Raja Grafindo Persada.

Kawuloor, J., et al. (2018). Analisis pengaruh reward terhadap kinerja. [Artikel tidak dipublikasikan].

Kim, J., & Jung, S. (2022). Job satisfaction and organizational commitment in the public sector. *Public Personnel Management, 51*(1), 22–34.

Koo, B., & Yang, H. (2025). Public service motivation and job performance: A path analysis. *Asian Journal of Public Administration, 47*(1), 1–20.

Lu, H., & Chen, X. (2022). The impact of public service motivation on public sector engagement: Evidence from Chinese civil servants. Mobile Information Systems, 2022, Article ID 7919963. https://doi.org/10.1155/2022/7919963

Luthans, F. (2011). *Organizational Behavior* (12th ed.). McGraw-Hill.

Marcellius. (2023). Hubungan antara persepsi terhadap lingkungan kerja dengan kepuasan kerja pada karyawan PT X. Jurnal Penelitian Psikologi, 10(3).

Maswanto, M., Husainah, N., & Nida, S. (2024). Pengaruh Kepemimpinan, Kompetensi, dan Motivasi terhadap Kepuasan Kerja dan Implikasi terhadap Kinerja Karyawan. Media Riset Bisnis. https://jurnalbest.com/index.php/mrbest/article/download/167/65

Maslow, A. H. (1943). A theory of human motivation. *Psychological Review, 50*(4), 370–396.

Mathis, R.L., & Jackson, J.H. (2011). Human Resource Management (13th ed.). South-Western Cengage

McClelland, D. C. (1961). *The Achieving Society*. Van Nostrand.

McGregor, D. (1960). *The Human Side of Enterprise*. McGraw-Hill.
Mintzberg, H. (1973). *The Nature of Managerial Work*. Harper & Row.
None Niken Annisa Zulkarnaen, Ismail, D., Wijaya, F., Aziz, A., & None Erna Herlinawati. (2024). Pengaruh Kepemimpinan, Beban Kerja, dan Motivasi Kerja Terhadap Kinerja Karyawan PT Atamora Tehnik Makmur Kota Jakarta Pusat. JEMSI (Jurnal Ekonomi Manajemen Dan Akuntansi), 10(1), 733–741. https://doi.org/10.35870/jemsi.v10i1.2083
Novia, S. (2018). Pengaruh tunjangan kinerja terhadap motivasi kerja ASN pada Inspektorat Kabupaten Sukabumi [Skripsi, Universitas Pakuan].
Nurdin, A., & Dayona, G. (2024). Pengaruh self-efficacy, motivasi, dan kepuasan kerja terhadap kinerja karyawan pada PT Fastrata Buana Cabang Bandung. JEMSI (Jurnal Ekonomi, Manajemen, dan Akuntansi), 10(3), 2116–2127.
Ogu, I. (2022). Job performance predictors among civil servants in Nigeria. *Journal of African Public Policy, 2*(1), 88–102.
Oktaviani, A. Y. (2024). Pengaruh kompetensi, motivasi kerja, dan disiplin kerja terhadap kepuasan kerja karyawan. Journal of Fundamental Management (JFM), 4(2).
Pamungkas Turnip, M. J. A., & Nurwidawati, D. (2023). Hubungan antara Persepsi terhadap Lingkungan Kerja dengan Kepuasan Kerja pada Karyawan PT X. Character Jurnal Penelitian Psikologi, 10(3), 345–358. https://doi.org/10.26740/cjpp.v10i03.54341
Pavan Kumar, T., & Saha, R. (2023). An empirical analysis of job satisfaction and employee performance: Evidence from Indian public sector. *Indian Journal of Industrial Relations, 59*(3), 233–247.
Prihanti, E., Dayona, G., & Sofiati, N. A. (2022). Analisis gaya kepemimpinan dan komitmen kerja terhadap motivasi kerja serta implikasinya terhadap kepuasan pegawai (Survei pada pegawai non-akademik Universitas Widyatama). Jurnal Indonesia Membangun, 21(1), 1–24. https://jurnal.inaba.ac.id/
Prihatini, A. (2021). Motivation and job satisfaction: Key to employee performance in public service. *Jurnal Administrasi Publik, 12*(1), 77–88.
Putri, A. R., Nugroho, A. W., & Yuliani, T. (2024). The impact of digital competencies and work environment on work productivity: The mediating role of work effectiveness. Journal of Management Innovation, 9(1), 65–78.
Quyen, D. N. (2024). The impact of motivation and public service competency on employee performance at provincial professional agencies: A survey in Ho Chi Minh City, Vietnam. *International Journal of Business and Administrative Studies*, 10(2), 101–110
Rachman, M. (2021). The impact of work stress and the work environment in the organization: How job satisfaction affects employee performance? *Journal of Human Resource and Sustainability Studies, 9*(2), 339–354.
Rachmawati, I., Suryadi, T., & Hidayat, A. (2021). Analisis komitmen organisasi dan disiplin terhadap motivasi serta implikasinya pada kinerja pegawai Bank BJB. Jurnal Riset Ekonomi dan Manajemen, 20(1), 85–96.
Rastin, F., Sutrisno, H., & Abdullah, M. (2025). Job satisfaction mediates competence and placement on the performance of civil servants in North Konawe Regency. Journal of Public Sector Performance, 7(2), 113–128.
Retnandari, R. (2022). Evaluasi terhadap kepuasan kerja pegawai sektor publik. *Jurnal Administrasi Negara dan Birokrasi, 8*(1), 45–58.
Riyadi, H., et al. (2017). Pengaruh komunikasi, motivasi kerja dan kompetensi terhadap kepuasan kerja serta implikasinya pada kinerja dosen pada perguruan tinggi pariwisata swasta di Jawa Barat. Journal of Tourism in Emerging Economies, 7(2).
Robbins, S. P., & Coulter, M. (2020). *Management* (14th ed.). Pearson.

Sapu, G. R., FoEh, J. E. H. J., & Manafe, H. A. (2023). Pengaruh gaya kepemimpinan, motivasi dan lingkungan kerja terhadap kinerja pegawai dengan disiplin kerja sebagai variabel intervening. *Jurnal Health, Education, and Social Matters (JHESM), 1*(3).

Saputra, R., & Hidayatulloh, M. (2024). Training, motivation, leadership, and competency effects on employee performance with job satisfaction as a mediating variable. *Jurnal Ekonomi dan Bisnis, 17*(1), 45–60.

Simamora, R. (2020). *Manajemen Pelayanan Publik: Studi Kasus di Kecamatan Medan Sunggal*. USU Press.

Simon, H. A. (1976). *Administrative Behavior*. The Free Press.

Skinner, B. F. (1953). *Science and Human Behavior*. Macmillan.

Solihat, A. N., & Maura, Y. (2023). Pengaruh motivasi, reward dan punishment terhadap kinerja karyawan PT Indonesia Comnets Plus. *IKRAITH-Ekonomika, 6*(3), 146–155.

Sokolic, D., et al. (2024). Managerial roles in turbulent public sector environments. *Public Management Review, 26*(1), 90–110.

Spencer, L. M., & Spencer, S. M. (1993). *Competence at Work: Models for Superior Performance*. John Wiley & Sons.

Sulistyaningrum, D. L., & Pinaraswati, S. O. (2024). Pengaruh motivasi, kompetensi, pengembangan karir terhadap kinerja pegawai dengan kepuasan kerja sebagai variabel intervening. *Soetomo Business Review, 5*(2).

Sutrisno, E. (2010). *Manajemen Sumber Daya Manusia*. Kencana Prenada Media.

Touma, D. (2021). Theory X and Theory Y revisited: A public sector analysis. *Middle East Journal of Management, 8*(2), 112–124.

Trisnaningsih, S. D., & Suhana, S. (2024). Peran Mediasi Kepuasan Kerja pada Pengaruh Kompetensi dan Mutasi terhadap Kinerja Pegawai. Management Studies and Entrepreneurship Journal (MSEJ), 5(2), 9363–9383. https://doi.org/10.37385/msej.v5i2.5883

Ulrich, D. (1998). *Human Resource Champions: The Next Agenda for Adding Value and Delivering Results*. Harvard Business Press.

Verbeeten, F. (2024). Employee motivation and public service delivery: A behavioral economics perspective. *Public Money & Management, 44*(2), 78–84.

Victoria, R., & Edalmen, S. (2024). Pengaruh lingkungan kerja dan kepuasan terhadap kinerja karyawan di sektor publik: Pendekatan model struktural. *Jurnal Manajemen dan Organisasi Publik, 11*(2), 134–150.

Vroom, V. H. (1964). *Work and Motivation*. Wiley.

Wahyuni, A., Haerana, R., & Rasdiana. (2023). Pengaruh gaya kepemimpinan dan kepuasan kerja terhadap kinerja pegawai pada Dinas Sosial Kabupaten Enrekang. *Jurnal Ilmu Administrasi Publik, 4*(1), 65–79.

Warraich, U. A., Ahmed, N., & Ahmad, N. (2014). Impact of stress on job performance: An empirical study of the employees of private sector universities of Karachi, Pakistan. Research Journal of Management Sciences, 3(7), 14–17.

Wiranto, W., & Hikmah, H. (2022). Pengaruh Motivasi, Kompetensi, Dan Kepuasan Kerja Terhadap Kinerja Karyawan PT Karimun Marine Shipyard. ECo-Buss, 5(1), 101–113. https://doi.org/10.32877/eb.v5i1.327

Wright, S. (1934). The method of path coefficients. The Annals of Mathematical Statistics, 5(3), 161–215. https://doi.org/10.1214/aoms/1177732676

Wulandari, A. F., Prasetya, R., & Kartika, N. (2024). The influence of work motivation, work environment and job satisfaction on employee performance at CV Lanupi Bandung. Indonesian Journal of Business and Economics, 5(1), 22–30.

Yuliani, I., & Suprayoga. (2021). Pengaruh lingkungan kerja terhadap kinerja pegawai (studi kasus pada Kecamatan Benowo Surabaya). *Jurnal Inovasi Sektor Publik, 1*(2), 198–205.

Zulkarnaen, N. A., Ismail, G. D., Wijaya, F., Mubarok, D. A. A., & Herlinawati, E. (2024). Pengaruh kepemimpinan, beban kerja, dan motivasi kerja terhadap kinerja karyawan PT Atamora Tehnik Makmur Kota Jakarta Pusat. JEMSI (Jurnal Ekonomi, Manajemen, dan Akuntansi), 10(1), 733–741. https://jurnal.inaba.ac.id/