

The Effect of Competence and Job Characteristics on Employee Performance through Job Satisfaction: A Study at PG. Kebon Agung Malang



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ABSTRACT: This study aims to describe Competencies, job characteristics, job satisfaction and employee performance, analyze the influence of Competencies and Job Characteristics on job satisfaction, analyze the influence of Competencies and Job Characteristics on employee performance, analyze the influence of Competencies and Job Characteristics on employee performance through job satisfaction and influence of job satisfaction on employee performance at PG. Kebon Agung Malang. The sample in this study were employees at PG. Kebon Agung Malang, totaling 65 employees. The data analysis technique used is path analysis. The results of the analysis show that Competency and Job Characteristics influence employee job satisfaction. Competencies and Job Characteristics influence employee performance. Job satisfaction influences employee performance. Job Competencies and Characteristics influence employee performance through job satisfaction.

KEYWORDS: Competency, Job Characteristics, Job Satisfaction, Employee Performance

I. INTRODUCTION

As the increasingly rapid and sophisticated development of science and technology has led to the emergence of new innovations in the field of production engineering, this has also encouraged companies to increase the knowledge and skills of their human resources in adapting to this technology, in order to be able to compete with other companies. in the business world. Human resources are an important aspect which is one of the key factors for the success of a company.

Human resources in this case, namely employees, can be defined as people who work in an organization, company or certain agency who are one of the factors that support the survival of a company. Employees have an important role in the company, namely as thinkers, planners and movers or controllers in the activities of an organization. Therefore, employees are a very valuable asset in an organization or company because the progress or decline of a company depends on the employees who work or move within it (Rahayu, 2017)

Performance can be interpreted as the work results that have been achieved by someone both in quality and quantity in carrying out the tasks and responsibilities that have been given based on skills, experience and time. Performance is a combination of three important factors, namely a worker's ability and interest in work, acceptance and explanation, delegation of tasks and roles and the level of motivation of a worker. The higher the level of these three factors, the greater the employee's performance. Employees who have good performance will have an impact on the success of the organization in achieving its goals (Ismagilova, (014).

Competency is a skill or ability, knowledge and attitude possessed by a person in carrying out tasks or work in a particular field in accordance with the job description that has been given. Competency can also be interpreted as a dimension of behavior, expertise or excellence possessed by an employee who has good skills, knowledge and behavior (Ismagilova, 2014).

Competency has a very important role in an organization, namely to know a person's basic abilities in doing a job. It will be easy for a company to achieve success if it is supported by employees who have high competence. Therefore, companies must always improve the competence of their employees in carrying out their duties and responsibilities as employees. Without competence, it will be difficult for someone to complete their work according to the required standards.

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Increasing employee competency in PG. Kebon Agung Malang is a very important factor in supporting and supporting employee work abilities. The higher the employee's competence, the more optimal the employee's performance, and vice versa, the lower the employee's competence, the less optimal the employee's performance is Sumendap et al., (2015).

Job characteristics can be interpreted as the nature of the task which includes duties and responsibilities and the level of satisfaction that has been obtained from the job itself. Every employee is always required to complete his duties and work in accordance with the responsibilities assigned to him. Job characteristics can be described in five aspects, namely, first, skill variety, second, task identity, third, task significance, fourth, autonomy, and fifth, feedback (Agung, 2013). Employees who have good internal aspects of ability and attitude will be responsible for completing their duties and responsibilities well. The job characteristics given to an employee must be in accordance with the employee's work capacity. so that the performance of the employee concerned is optimal in carrying out their duties and responsibilities effectively and efficiently.

Job characteristics are very important in determining employee performance. Job characteristics possessed by employees at PG. There are still some things at Kebon Agung Malang that are not in accordance with the work capacity of the employees concerned. Because employees are still found whose work does not match their competencies.

Job satisfaction is a pleasant or unpleasant emotional state with which employees view their work Handoko (2012). Job satisfaction in an organization has an important role in creating optimal performance. Dissatisfied employees tend to avoid duties and responsibilities, which will disrupt the process of achieving organizational goals. One of the demands for companies is to create human resources that can produce optimal performance by maintaining employee job satisfaction. High job satisfaction is expected to make employees become more loyal to the organization, more motivated at work, feel happy at work, and ultimately will increase productivity.

Employees who are satisfied with the organization will show their loyalty to the organization and put more work effort into their work which can ultimately lead to opportunities for the success of an organization (Wijaya, 2018).

Based on the results of initial observations with Human Resource Management, it is known that this phenomenon occurs at PG. Kebon Agung Malang is that there are still many employees whose performance is low or less than optimal in carrying out their duties as employees. Good performance will be achieved if it is supported by the competencies and skills possessed by each employee with their job characteristics who are able to carry out work in accordance with the duties and responsibilities that have been given. Job satisfaction is one of the supporting factors for employees to achieve optimal performance. And job satisfaction will be achieved if the job characteristics provided are in accordance with the competencies possessed by each employee.

II. THEORETICAL STUDY

A. Employee Performance Theory

Performance is the result of work both in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities assigned to him (Mangkunegara, 2017). Performance is the work result that can be achieved by employees both individually and in groups within a company or organization, in accordance with the duties and responsibilities that have been given by the organization in achieving the vision, mission and goals of the organization concerned by including perseverance, ability, independence to overcome problems accordingly. with the time limit given legally, does not violate the law and is in accordance with the morals and ethics of Busro (2018).

B. Competency Theory

Competence is the ability to carry out or carry out a job or task that is based on knowledge and skills and is supported by the work attitudes required by the job. Thus, competency shows a skill or knowledge that is characterized by professionalism in a particular field as the most important thing, as superior in a particular field (Wibowo, 2017). Competency is everything an employee has in the form of knowledge, skills and other individual internal factors to be able to do a job based on the knowledge and skills possessed by Busro (2018). Sutrisno (2017), competency is an ability that is based on skills and knowledge which is supported by work attitudes and their application in carrying out tasks and work in a place that refers to the specified requirements.

C. Job Characteristics Theory

Job characteristics are the nature of the task which includes responsibilities, types of tasks and the level of satisfaction obtained from the job itself. According to Agung (2013), it shows how much the employee fulfills his needs for his work and how many tasks the employee completes. Robbins (2013) job characteristics is an approach to designing jobs that shows how jobs are described in five core dimensions, namely skill diversity, task identity, task meaning, autonomy and feedback. Robbins (2013) stated that a lot of research has been conducted to design work in such a way that employee satisfaction and performance can increase.

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D. Job Satisfaction Theory

Mangkunegara (2016) stated "job satisfaction is a feeling that supports or does not support an employee related to his work or his condition". According to Afandi (2018), job satisfaction is a positive attitude from employees including feelings and behavior towards their work through assessing one's work as a sense of appreciation in achieving one of the important work values. According to Robbins (2015), job satisfaction is "a general attitude towards a person's work as the difference between the amount of reward a worker receives and the amount of reward they believe they should receive". Furthermore, according to Robbins and Judge (2011) say that "job satisfaction is an individual's general attitude towards their work where in this work a person is required to interact with co-workers and superiors, follow organizational rules and policies to meet performance standards".

III. RESEARCH METHODS

A. Operational Definition of Variables

1. Competence

Wibowo (2017) competence is the ability to carry out or carry out a job or task that is based on skills and knowledge and is supported by the work attitude required by the job. According to Wibowo (2017) competency variables can be measured using the following indicators: knowledge, skills and attitude.

2. Job Characteristics

Agung (2013) Job characteristics are the basis for employee productivity and job satisfaction which are designed to play an important role in the success and survival of the company, where this includes authority, responsibility and tasks that must be carried out by the employee. According to Agung (2013), job characteristic variables are measured by: autonomy, job variety, task identity, task significance, and feedback.

3. Job satisfaction

Job satisfaction is an emotional attitude that is tied to whether an employee is satisfied or dissatisfied with carrying out work in an organization. The job satisfaction indicators are as follows: job, wages or salaries, promotions, supervisors, and coworkers.

4. Employee performance

According to Mangkunegara (2012) employee performance (work performance) is the result of work that has been achieved by a person both in quality and quantity in carrying out their duties in accordance with the responsibilities that have been given to them. Mangkunegara (2012) suggests that performance indicators can be measured, namely as follows: Quantity, Quality and Timeliness.

B. Population and Sample

The population in this study were permanent employees of the administration division and warehouse division, totaling 65 employees. Because the population is relatively small, the researcher used a technique (census), where all members of the population were sampled, namely 65 samples.

C. Data analysis technique

Before the data is analyzed, a data tabulation technique is carried out, namely a technique which is used to collect data from each item and each variable in this research. Data analysis is divided into 2, namely descriptive analysis and path analysis. Descriptive analysis is statistical analysis used to create frequency distributions of variables, indicators and questionnaire items. Furthermore, this descriptive analysis shows that there are frequencies ranging from strongly disagree to strongly agree. This information is important to interpret from descriptive analysis. Path analysis is an extension of multiple linear regression analysis to parts that have a direct relationship that can be analyzed using multiple linear regression analysis. Path analysis will present the path coefficients obtained from the regression analysis in stages.

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IV. RESEARCH RESULTS AND DISCUSSION

A. Research result

1) Path Diagram Model

The path analysis model in this research can be presented in Figure 1 below.



Figure 1 Path Analysis Results
Source: Processed data, 2024

2) The influence of competency and job characteristics on job satisfaction

To test the influence of competency and job characteristics on job satisfaction directly, and the magnitude of the direct influence using the linear regression method. The calculation results are presented in Table 15 below.

Table 1. The influence of competency and job characteristics on job satisfaction

Variable	Beta	t value	Sig	Information
Competence	0.230	3,758	0,000	Significant
Job characteristics	0.783	12,796	0,000	Significant
R= 0.895 R Square= 0.801 Adjusted R Squared= 0.795 F value = 125.077 Sig= 0.000				
Endogenous variable = job satisfaction				

Source: Primary Data Processed 2024

The effect of competency on job satisfaction is significant at the α level of 5% with a significant value of 0.000, a t value of 3.758 and a regression coefficient of 0.230. This shows that competence influences job satisfaction, this means that the better the employee's competence, the greater the job satisfaction.

The influence of job characteristics on job satisfaction is significant at the α level of 5% with a significant value of 0.000, a t value of 12.796 and a regression coefficient of 0.783. This shows that job characteristics have an influence on job satisfaction, which means that the better the job characteristics you have, the greater the employee's job satisfaction.

The magnitude of the coefficient of determination is shown by the summary model, where the Adjusted R Squared value is 0.795 or 79.5% and the magnitude of the influence of other variables is 20.5%. This shows that the contribution of the influence of competency variables and job characteristics to job satisfaction is 79.5%, while 20.5% of job satisfaction variables are influenced by other variables outside competency and job characteristics.

Thus, the first hypothesis which states that competency and job characteristics have a significant effect on job satisfaction is statistically tested.

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3) The Influence of Competencies and Job Characteristics on Employee Performance

To test the influence of competency and job characteristics on employee performance directly, and the magnitude of the direct influence using the linear regression method. The calculation results are presented in Table 16 below.

Table 2. Influence of competency and job characteristics on employee performance

Variable	Beta	t value	Sig	Information
Competence	0.148	3,714	0.022	Significant
Job Characteristics	0.890	22,278	0,000	Significant
R= 0.957 R Square= 0.915 Adjusted R Squared= 0.912 F value = 33.345 Sig= 0.000				
Endogenous variable = Employee Performance				

Source: Primary Data Processed 2024

The effect of competency on employee performance is significant at the α level of 5% with a significant value of 0.000, a t value of 3.714 and a regression coefficient of 0.148. This shows that competence influences employee performance, so the better the competence the employee has, the better the employee's performance will be.

The influence of job characteristics on employee performance is significant at the α level of 5% with a significant value of 0.000, a t value of 22,278 and a regression coefficient of 0.890. This shows that job characteristics influence employee performance, which means that the better the competency, the more employee performance can be improved.

The magnitude of the coefficient of determination is shown by the summary model, where the Adjusted R Squared value is 0.912 or 91.2% and the magnitude of the influence of other variables is 8.8%. This shows that the contribution of the influence of competency variables and job characteristics to employee performance variables is 91.2%, while 8.8% of employee performance variables are influenced by other variables outside competency and job characteristics. Thus, the second hypothesis which states that competency and job characteristics have a significant effect on employee performance is statistically tested.

4) The influence of job satisfaction on employee performance

To test the influence of job satisfaction on employee performance directly, and the magnitude of the direct influence using the linear regression method. The calculation results are presented in Table 3 below.

Table 3. Effect of job satisfaction on employee performance

Variable	Coef. Regression	t value	Sig	Information
Job satisfaction	0.916	18,184	0,000	Significant
R= 0.916 R Square= 0.840 Adjusted R Squared= 0.837 F value = 330.667 Sig= 0.000				
Endogenous variable = Employee Performance				

Source: Primary Data Processed 2024

The effect of job satisfaction on employee performance is significant at the α level of 5% with a significant value of 0.000, a t value of 18.184 and a regression coefficient of 0.916. This shows that job satisfaction influences employee performance, which means that if employee job satisfaction is good, employee performance can increase.

The magnitude of the coefficient of determination is shown by the summary model, where the Adjusted R Squared value is 0.837 or 83.7% and the magnitude of the influence of other variables is 16.3%. This shows that the contribution of the influence of the job satisfaction variable to the employee performance variable is 83.7%, while 16.3% of the employee performance variable is influenced by other variables outside of job satisfaction. Thus, the third hypothesis which states that job satisfaction has a significant effect on employee performance is statistically tested

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5) The Influence of Competency and Job Characteristics on Employee Performance Through Job Satisfaction

The hypothesis testing method is carried out using path analysis, namely by using multiple regression and then filtering based on statistical tests and significance. This statistical test can be carried out using the standardized beta coefficient (standard β). If the β value is significant, then the path coefficient is significant. Path coefficients that are not significant must be discarded. Significance tests can be carried out by comparing the significance of the paths. If the significance value of the path coefficient is <0.05 then the coefficient is significant, but if the significance value of the coefficient is >0.05 then it is considered not significant.

To see the influence of Competency and Job Characteristics on Employee Performance through Job Satisfaction, it is presented in Table 18 below.

Table 4. Summary of Direct, Indirect and Total Effect Analysis Results from Path Analysis

Variable	Direct Influence	Sig.	Indirect Influence	Total Influence
Competence on job satisfaction	0.230	0,000	-	-
Job characteristics on job satisfaction	0.783	0,000	-	-
Competence on Employee Performance	0.148	0,000	-	-
Job characteristics on employee performance	0.890	0,000	-	-
Job satisfaction on employee performance	0.916	0,000	-	-
Competence on employee performance through job satisfaction.	-	-	$0.230 \times 0.916 = 0.210$	$0.148 + 0.135 = 0.358$
Job characteristics on employee performance through job satisfaction.	-	-	$0.783 \times 0.916 = 0.717$	$0.890 + 0.717 = 1.607$

Source: Primary Data Processed 2024

Based on the data listed in Table 18 above, it can be seen that the total influence of the competency variable on the employee performance variable (0.358) is greater than the direct influence (0.210). Likewise for the job characteristics variable on employee performance variables, where the total effect (1.607) is greater than the direct effect (0.717). These results indicate that job satisfaction has the status of an intervening variable in the influence of Competency and Job Characteristics on employee performance, because the total influence value is greater than the direct influence.

Based on the data in Table 18, the results of path analysis show that the competency variable influences employee performance variables through the job satisfaction variable, because the total influence value (0.358) is greater than the direct influence value (0.210). The job characteristics variable influences employee performance variables through the job satisfaction variable, because the total influence value (1.607) is greater than the direct influence value (0.717). Thus, the fourth hypothesis which states that Competency and Job Characteristics have a significant effect on Employee Performance through Job Satisfaction is also statistically tested.

B. Discussion

1. Competency description, job characteristics, employee performance and job satisfaction

Competency and job characteristics are factors that influence employee performance through job satisfaction at PG Kebon Agung Malang. Competencies are formed by Knowledge, Skills and Attitude. Job characteristics are the type and nature of tasks assigned to employees. If the job characteristics given are in accordance with the employee's competencies then this will have an impact on increasing an employee's performance. Job characteristics are shaped by autonomy, task variety, task identity, task significance and feedback.

Competence is a factor that has a significant influence on employee performance through job satisfaction. The influence of the competency variable on job satisfaction is classified as strong and positive. This means that if employee competence is good, it will have an impact on high employee job satisfaction, so that this will have an impact on increasing employee performance at work. This shows that if employee competency at PG Kebon Agung Malang is good then this will increase employee job satisfaction, so the company must pay attention to the competency of each employee, so that employees can work optimally in achieving the

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targets set by the company. As per opinion Rachmaniza et al. (2020) which states that competence refers to the view that competence is a basic individual characteristic that underlies the effectiveness of a person's performance in their work. In this context, competency can be considered as a combination of knowledge, skills, attitudes and other traits that enable a person to be successful at work.

Job characteristics are one of the factors that have a significant influence on job satisfaction. If the job characteristics given are in accordance with the duties, responsibilities and competencies of the employee, the employee will feel happy and satisfied at work so that this will improve employee performance. This means that if the job characteristics given to each employee at PG Kebon Agung Malang are good or in accordance with the duties and responsibilities of each employee then this will increase employee job satisfaction and if employees feel satisfied at work it will have an impact on increasing the performance of the employees concerned. As per opinion Elbadiansyah (2019:41) which states that job characteristics are a description that provides information regarding the duties and responsibilities of carrying out the duties and obligations of a job assigned to employees. As mentioned, job characteristics are related to how employees assess clear tasks, responsibilities, and freedom in completing tasks, which can have an impact on satisfaction with their work

Job satisfaction is formed by the work done, salary, work supervision, promotions, and coworkers. Of all these indicators, the main thing that can increase job satisfaction is the work done by employees and also the salary received, where this is reflected in the employee's feelings of satisfaction with the freedom given to him by his superiors in carrying out work and also the salary he receives in accordance with the results. Work. With freedom to carry out work and also employee satisfaction with the salary received, an employee can implement the abilities he has in what he does. As per opinion Edy Sutrisno (2019:74) which says that job satisfaction is an attitude or feeling that employees have towards their work which is related to the work situation, cooperation between employees, rewards received at work and matters involving physical and psychological factors

Promotion opportunities are an important factor that can create job satisfaction. Freedom in carrying out work means that employees are given the opportunity to have a good career path, but this cannot be separated from the regulations or policies that exist in the agency. By providing opportunities for promotion, an employee can be more motivated. Promotion opportunities are one important aspect of the work environment that can influence employee job satisfaction.

As stated by Hasibuan (2017), job satisfaction is an emotional attitude that is pleasant and loves one's job. This attitude is reflected in work morale, discipline and work performance. Job satisfaction is enjoyed at work, outside work, and a combination of inside and outside work. Job satisfaction in work is job satisfaction enjoyed at work by getting praise for work results, placement, treatment, equipment and a good work environment. Meanwhile, according to Afandi (2018), job satisfaction outside of work is employee job satisfaction that is enjoyed outside of work with the amount of remuneration that will be received from the results of his work so that he can buy necessities.

Employee performance is shaped by quantity, quality and timeliness. The main thing that can improve employee performance is quantity, which is reflected in employees taking full responsibility for work results. An employee who is said to have good performance is of course fully responsible for the results of his work.

AEmployees must be able to carry out or complete their duties and responsibilities well, where when an employee is able to complete the tasks they carry out, the employee must also be able to account for the results of their work to their superiors. On the other hand, employees who perform poorly cannot complete their tasks well, or are often late in completing their tasks and responsibilities, and it is not uncommon for these employees to be unable to account for the results of their work to their superiors.

As according to Mangkunegara (2017:9) states that performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. By being able to take responsibility for their work results, the employee can be assessed as having good quality and quantity of work.

2. The influence of competency and job characteristics on job satisfaction

Competency has a significant effect on employee job satisfaction at PG Kebon Agung Malang. One of the important factors that triggers the influence of competency on employee job satisfaction is the basic knowledge that employees have. The basic knowledge possessed by a person can have a significant impact on job satisfaction because the knowledge possessed will help employees clearly understand their duties and responsibilities. When employees have a good understanding of what is expected, they tend to be more satisfied because they can work optimally and organized so that the resulting performance is of higher quality.

This shows that the better the competency is, the more it will influence the increase in employee job satisfaction at PG Kebon Agung Malang. As the conceptual basis shows, employee competency consists of Knowledge, Skills and Attitude. The results of

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this study support Hasibuan and Afrizal (2019), Alhamdi (2018) as well as Iskandar and Juhana (2014) which proves that the competency variable has a significant effect on employee job satisfaction.

Job characteristics influence job satisfaction among PG Kebon Agung Malang employees. as the conceptual basis of employee job characteristics consists of autonomy, job variety, task identity, task significance and feedback. One of the important factors that triggers the influence of job characteristics on job satisfaction is employee work autonomy, which means that if the company gives employees freedom to plan and carry out work, it will have an impact on employee job satisfaction. This indicates that if the job characteristics assigned are given freedom and are in accordance with the competencies they have in carrying out their work, it will increase employee job satisfaction at PG Kebon Agung Malang.

The results of this research are in accordance with those carried out by Tamaka et al. (2017), Gusti et al. (2017), Rahajaan et al. (2016) as well as Narottama and Surya (2015) which proves that job characteristic variables have a significant effect on employee job satisfaction.

3. The Influence of Competency and job characteristics on Employee Performance

Competency influences employee performance at PG Kebon Agung Malang. As the conceptual basis shows, employee competency consists of Knowledge, Skills and Attitude. Based on the distribution indicators, the factor that has the greatest influence on employee performance is job autonomy, namely that the company provides freedom for employees to plan and carry out their duties and responsibilities as employees. This shows that the better the work autonomy that employees at PG Kebon Agung Malang have, the better employee performance will be. The results of this research are in accordance with those carried out by Fatmah (2017), Sapitri and Mahayasa (2022) as well as Pratama et al. (2022) which states that competency and job characteristics influence employee performance.

4. The influence of job satisfaction on employee performance

Job satisfaction influences employee performance. As the conceptual basis shows, employee job satisfaction consists of the work done, salary, supervision, co-workers and promotion opportunities. One of the factors that triggers the large influence of satisfaction on employee performance is the opportunity for promotion. This shows that if job promotions are carried out well for employees at PG Kebon Agung Malang, it will increase employee enthusiasm and work motivation which will later have an impact on employee work productivity.

Job satisfaction can also be shaped by salary, work supervision, promotions, and coworkers. Companies need to pay attention to factors that can create employee job satisfaction. By providing appropriate and fair salaries, flexible and conducive work supervision, good promotions and harmonious relations between employees, this can create employee job satisfaction. Employees with high job satisfaction are able to produce maximum performance. The results of this research support Fatmawati, et al. (2014), Sari and Hadijah (2016), Santika and Antasari (2019), and Setiawan (2017) who prove that job satisfaction has a significant effect on employee performance.

5. The Influence of Competency and Job Characteristics on Employee Performance Through Job Satisfaction

Job satisfaction is able to mediate the influence of Competency and Job Characteristics on Employee Performance at PG Kebon Agung Malang. where competency and job characteristics will have an influence on performance through job satisfaction. If the competency and job characteristics of employees at PG Kebon Agung Malang are good then ultimately it can increase employee job satisfaction. if employees have high satisfaction with the efforts or work they have done for the company. Then these employees will have high work motivation and of course really hope to achieve achievements in their organization. The need to achieve achievement arises because of the desire to receive appreciation from the organization for the achievements achieved. Appreciation for these achievements then creates satisfaction within employees and this can trigger employee enthusiasm in carrying out their work so as to produce optimal performance for the progress of the organization where they work.

From the explanation above, it can be concluded that job satisfaction is able to mediate the influence of competency and job characteristics on employee performance at PG Kebon Agung Malang. Having good competencies and appropriate job characteristics will create job satisfaction for employees so that in the end it will trigger employee enthusiasm to produce good performance. The results of this research support research conducted by Fitriani et al. (2022) which proves that the job satisfaction variable is able to mediate the influence of competence on employee performance, the results of this research support it Gusti et al. (2017) which suggests that job characteristics influence employee job satisfaction, the results of this study support this Fatmah (2017) which suggests that job characteristics and competencies influence employee performance.

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V. CONCLUSIONS AND SUGGESTIONS

A. CONCLUSION

Based on the results of the research and discussion as described in the previous chapter, the conclusions of this research can be stated as follows:

1. Competency variables, job characteristics, job satisfaction and employee performance provide an illustration that PG Kebon Agung Malang employees tend to be active in carrying out their duties and responsibilities within the company. Competence is one of the most dominant factors in improving employee performance, and job satisfaction is one of the factors that can improve employee performance.
2. Competencies and job characteristics have an influence on employee job satisfaction at PG Kebon Agung Malang. This indicates that the better the competency and job characteristics of employees at PG Kebon Agung Malang, the greater the employee's job satisfaction. Competencies are formed by indicators of knowledge (Knowledge), skills (skills) and attitudes (attitude). With the highest average indicator, namely knowledge, which means employees have basic knowledge in carrying out work. Job characteristics are formed by indicators of autonomy, job variety, task identity, task significance and feedback where the highest average indicator is autonomy, which means the company provides freedom for employees in designing and carrying out work.
3. Competencies and job characteristics have an influence on PG Kebon Agung Malang Employee Performance. This indicates that if the competence possessed by an employee is good, the employee's performance will tend to increase. Competency is formed by three indicators, namely knowledge, skills and attitude. It turns out that the most dominant results are knowledge indicators, especially employees who can achieve company performance standards. Job characteristics are formed by indicators of autonomy, job variety, task identity, task significance and feedback where the highest average indicator is employee work autonomy.
4. Job satisfaction has an influence on employee performance at PG Kebon Agung Malang. This indicates that if employee job satisfaction is good then this can improve employee performance. Job satisfaction is formed by the work done, salary, work supervision, promotion opportunities and coworkers. The highest average indicator is promotion opportunities, which means that through promotion, it will stimulate employee morale so that they can achieve optimal job satisfaction.
5. Competencies and job characteristics can improve employee performance through job satisfaction. Job satisfaction is the most important part for companies to pay attention to and consider, because through job satisfaction employee work results can be achieved. The existing competencies at PG Kebon Agung Malang have a big influence on increasing job satisfaction and employee performance because the competency variable has a regression coefficient value that is greater than the Job Characteristics variable.

B. SUGGESTION

In connection with the results and conclusions of this research, suggestions can be outlined as follows:

1. Practically

It is hoped that PG Kebon Agung Malang will pay more attention to factors that can influence employee performance as in this research, namely competency, job characteristics and employee job satisfaction which need to be improved even more so that employees can work optimally.

2. For Further Researchers

For further researchers, it is recommended to develop this research by using other variables that can influence employee performance and with a larger number of samples, so that they will get better and more up-to-date results in their research.

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