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**THE EFFECT OF COMPETENCE AND WORK DISCIPLINE ON EMPLOYEE  
PERFORMANCE WITH JOB SATISFACTION MEDIATION****Oktaf Tegar Saputra<sup>1</sup>****Universitas Stikubank, Semarang, Indonesia**[oktafsaputra21@gmail.com](mailto:oktafsaputra21@gmail.com)**Tristiana Rijanti<sup>2</sup>****Universitas Stikubank, Semarang, Indonesia**[tristianar@edu.unisbank.ac.id](mailto:tristianar@edu.unisbank.ac.id)

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**Abstract**

This study aims to analyze the influence of competence and work discipline on employee performance with job satisfaction as a mediating variable. The study was conducted on employees of the Public Order Agency (Satpol PP) and the Semarang Regency Fire Department. A total of 106 respondents were selected using purposive sampling techniques based on certain criteria. The research method used was quantitative with a survey approach. Data collection was carried out through questionnaires and analyzed using multiple linear regression and the Sobel test. The results showed that competence had no effect on either job satisfaction or performance. Work discipline had a positive and significant effect on job satisfaction. Work discipline had no effect on employee performance. Job satisfaction had an effect on employee performance. Job satisfaction did not mediate the effect of competence on employee performance. Job satisfaction mediated the effect of work discipline on employee performance.

**Keywords:** Competence, Work Discipline, Job Satisfaction, Employee Performance



## INTRODUCTION

Robbins & Judge (2017) explain that performance is the result of an evaluation of the work carried out by employees compared to previously established criteria or standards. Human Resources (HR) are a strategic factor in achieving organizational goals. The quality, competence, and discipline of HR significantly determine organizational performance amidst the dynamics of globalization that demand professionalism and high competitiveness. Public sector organizations, including local governments, are required to improve the quality of their HR to provide optimal service to the public. Employee capabilities are reflected in their performance; good performance is optimal performance. Employee performance is one of the assets for an organization to achieve its goals. Therefore, employee performance is something that deserves attention from organizational leaders with the expected results. Bernardin and Russell (2013) state that performance is defined as a record of results produced in a specific job function or activity over a specific time period. Another concept of performance is also put forward by Robbins & Judge (2017), explaining that performance is the result of an evaluation of the work performed by employees compared to previously established criteria or standards.

According to Dessler (2017), performance is the work results achieved by employees in carrying out their duties and responsibilities in accordance with the goals set by the organization. According to Mangkunegara (2017), performance is the work results in terms of quality and quantity achieved by an employee in carrying out their duties in accordance with the responsibilities given to them. One of the personal factors that influence performance (Armstrong and Baron, 2017) is competence. Competence is a behavioral dimension behind competent performance that shows how people behave when they carry out their roles well (Armstrong and Baron, 2017). Spencer & Spencer (1993) explain that competence is a relatively stable character of attitudes and behavior, or individual willingness and ability when facing situations and workplaces that are formed from the synergy between character, self-concept, internal motivation, and conceptual knowledge capacity. Moehariono (2012) also explains that competence is a basic characteristic of personnel that is a determining factor in a person's success or failure in carrying out a job or in certain situations. Meanwhile, according to Veithzal (2013), competence is explained as skills, abilities, and abilities. The results of research by Rijanti et al. (2017), Muarifudin and Rijanti (2022), Abdullah et al. (2024), and Sulantara et al. (2020) showed that competence has a positive



and significant effect on employee performance, while different results were shown by Supriyanto (2015) that competence has no effect on performance.

Luthans, Fred (2011) states that job satisfaction is influenced by various factors, including individual competencies that enable them to better meet job demands. Luthans also states that competency is part of the internal factors that can shape job satisfaction, especially because individuals feel more confident and able to face job challenges. Robbins & Judge (2024) state that job satisfaction is a positive feeling about a job resulting from an evaluation of its characteristics. In line with this, Luthans (2006) states that job satisfaction is a pleasant or positive emotional state that comes from an assessment of one's job or work experience. Another opinion was put forward by Locke (1976), job satisfaction as "a pleasant or positive emotional state that comes from the assessment of a person's work or work experience. The results of research on the influence of competence on job satisfaction were put forward by Putri & Rijanti (2024), Jaya et al., (2024), Abdullah et al., (2024), and Seno et al., (2023) who stated that competence has a positive and significant effect on job satisfaction. However, different results were shown by Septiana & Rijanti (2024) who stated that competence has no effect on job satisfaction.

Hasibuan (2015) defines work discipline as a person's awareness and willingness to comply with all company regulations and applicable social norms. He emphasized that good work discipline will increase employee job satisfaction. Several definitions of work discipline are provided by experts, one of which is Soetrisno (2009) that work discipline is a person's behavior that adapts to applicable work regulations and procedures or attitudes, behavior, and actions that are in accordance with the regulations of the organization or company, both written and unwritten. Another definition is given by Mangkunegara (2017) that work discipline is a management action to implement organizational standards. The results of the study showed that work discipline has a positive effect on job satisfaction as shown by Kirana & Rijanti (2023), Fatmasari & Badaruddin (2022), and Anugrah & Rachmad (2022). However, different results were shown by Pebriansyah (2017), Qarismail & Prayekti (2020), and Sabirin & Ilham (2020) that work discipline has no effect on job satisfaction.

Several studies have also shown that job satisfaction influences performance, including those by Paparang et al. (2021), Widayanti & Widiastini (2021), and Putri & Nawatmi (2024). However, Fauzief & Yanuar (2021) showed different results, stating that job satisfaction has no effect on performance. Employee performance, as a benchmark for organizational effectiveness, is



strongly influenced by competence, work discipline, and job satisfaction levels (Harmen et al., 2024). Data on employee performance at the Public Order Agency (Satpol PP) and the Semarang Regency Fire Department show a downward trend over the past two years, from 57.42% in 2023 to 56.5% in 2024. This phenomenon indicates a problem that requires further investigation, particularly regarding employee competence, work discipline, and job satisfaction. Previous studies have shown inconsistent research findings regarding the influence of competence and work discipline on employee performance, both directly and indirectly through job satisfaction. This article presents a novelty by simultaneously testing the relationship between these variables in the context of public service organizations in the region, namely the Public Order Agency (Satpol PP) and the Semarang Regency Fire Department, which until now have rarely been the object of research.

## LITERATURE REVIEW

### Competency Variables

According to (Spencer & Spencer, 1993) competence is a characteristic that underlies a person and is related to superior performance in a particular job or situation. The dimensions of competence according to Spencer & Spencer (1993) are as follows:

1. Nature
2. Motif
3. Self-concept
4. Knowledge
5. Skills.

Competency Variables have 10 indicators.

### Work Discipline Variables

According to Mangkunegara (2017), work discipline is a management action to implement organizational standards. The dimensions of work discipline, according to Mangkunegara (2017) are as follows:

1. Presence
2. Compliance with Regulations
3. Completion of Tasks
4. Use of Time
5. Responsibility.

Work discipline variables have 10 indicators.



### **Job Satisfaction Variables**

According to P. Robbins and Judge (2024), job satisfaction is a positive feeling towards work, which is the result of an evaluation of the characteristics of the job. The dimensions of job satisfaction according to P. Robbins and Judge (2024) are as follows:

1. The work itself
2. Salary
3. Promotion
4. Supervision
5. Coworkers

Job satisfaction variables have 10 indicators.

### **Performance Variables**

According to Bernardin & Russel (1993) performance is the observable result of a particular task involving various activities relevant to organizational goals.

Performance dimensions according to Bernardin & Russel (1993) are as follows:

1. Quality
2. Quantity
3. Punctuality
4. Cost Effectiveness
5. Independence in Supervision
6. Interpersonal Impact

Employee performance variables have 12 indicators.

## **RESEARCH METHOD**

### **Population**

The population in this study was all employees at the Civil Service Police Unit and Fire Department in Semarang Regency, totaling 161 people.

### **Sample**

According to Sugiyono (2019), a sample is a portion of the population and its characteristics. This study employed purposive sampling. The following criteria were used to determine the sample:

1. Employees with a minimum education of high school/vocational school
2. Employees with a minimum work period of 3 years

With this technique, a sample of 106 employees was obtained as respondents.



**Method of Analysis**

Descriptive analysis is used to describe the characteristics of respondents and the distribution of answers. The instrument is tested with Validity and Reliability Tests. Multiple Linear Regression Analysis is used to test the effect of independent variables on the dependent variable. Model tests include the coefficient of determination and the F test. The t-test uses multiple linear regression with SPSS Version 27, and the mediation test is carried out with the Sobel Test to determine the indirect effect through the job satisfaction variable.

**RESULTS AND DISCUSSION**

Below is explained:

**1. Instrument Test:**

**a . Validity Test**

**Table 1  
Validity Test Results**

No.	Variables	KMO Value	Condition	Note	Indicator	Loading Factor Value	Condition	Note
1.	Competence	0.704	>0.5	Enough	X1.1	0.475	>0.4	Valid
					X1.2	0.456		Valid
					X1.3	0.468		Valid
					X1.4	0.439		Valid
					X1.5	0.429		Valid
					X1.6	0.639		Valid
					X1.7	0.569		Valid
					X1.8	0.624		Valid
					X1.9	0.431		Valid
					X1.10	0.623		Valid
					X1.11	0.506		Valid
2.	Work Discipline	0.719	>0.5		X2.1	0.503	>0.4	Valid
					X2.3	0.521		Valid
					X2.4	0.563		Valid
					X2.5	0.627		Valid
					X2.6	0.615		Valid



					X2.7	0.699		Valid
					X2.8	0.497		Valid
					X2.9	0.630		Valid
					X2.10	0.524		Valid
3.	Job satisfaction	0.771	>0.5		Y1.3	0.715	>0.4	Valid
					Y1.4	0.708		Valid
					Y1.5	0.524		Valid
					Y1.6	0.774		Valid
					Y1.7	0.596		Valid
					Y1.8	0.576		Valid
					Y1.9	0.596		Valid
					Y1.10	0.628		Valid
4.	Employee Performance	0.729	>0.5		Y2.1	0.461	>0.4	Valid
					Y2.2	0.537		Valid
					Y2.3	0.476		Valid
					Y2.4	0.754		Valid
					Y2.5	0.479		Valid
					Y2.6	0.675		Valid
					Y2.7	0.560		Valid
					Y2.8	0.558		Valid
					Y2.9	0.532		Valid

Source: Primary Data, Processed Data 2025

Based on the test results using factor analysis, it is known that all variables studied, namely: competence, work discipline, job satisfaction, and performance, have a KMO value > 0.5, so they have met the sample adequacy. All items from the variables studied have a Loading factor > 0.4, so they are valid except for indicators X2.2, Y1.1, Yi.1, Y2.10, Y2.11, and Y2.12.



**b . Reliability Test**

Below are the results of the reliability test.

**Table 2**  
**Reliability Test Results**

No	Variables	Cronbach's Alpha	Mark	Information
1.	Competence	0.723	>0.7	Reliable
2.	Work Discipline	0.742		Reliable
3.	Job satisfaction	0.787		Reliable
4.	Employee Performance	0.714		Reliable

Source: Primary Data, Processed Data 2025

Based on Table 2, it is known that all variables have a Cronbach's Alpha value >0.7. This means that all items are declared reliable.

**2. Regression Test**

Below are the results of the Regression Test

**Table 3.**  
**Results of Regression Analysis**

No	Equality	Model Testing			Hypothesis Testing		Note
		Adjusted R <sup>2</sup>	F	Sig.	Beta	Sig.	
1.	$Y_1 = a_1 + \beta_1.X_1 + \beta_2.X_2 + e_1$	0.243	17,810	0.001	-	-	Fit Model
	$X_1 \rightarrow Y_1$	-	-	-	0.149	0.238	Hypothesis rejected
	$X_2 \rightarrow Y_1$	-	-	-	0.387	0.003	Hypothesis accepted
2.	$Y_2 = a_2 + \beta_3.X_1 + \beta_4.X_2 + \beta_5.Y_1 + e_2$	0.454	30,126	0.001	-	-	Fit Model -
	$X_1 \rightarrow Y_2$	-	-	-	0.153	0.157	Hypothesis rejected
	$X_2 \rightarrow Y_2$	-	-	-	0.085	0.447	Hypothesis rejected
	$Y_1 \rightarrow Y_2$	-	-	-	0.549	0.001	Hypothesis accepted

Source: Primary Data, Processed Data 2025



Based on Table 3, the following mathematical equation can be drawn up.

$$\text{Model I: } Y_1 = a_1 + 0.149X_1 + 0.387.X_2 + e_1$$

$$\text{Model II: } Y_2 = a_2 + 0.153.X_3 + 0.085.X_4 + 0.549 + Y_1 + e_2$$

The model is explained as follows:

1. The relationship between competence and job satisfaction is known to have a positive beta coefficient of 0.149 with a significance level of  $0.238 > 0.05$ . This means that competence does not significantly influence job satisfaction.
2. The relationship between work discipline and job satisfaction is known to have a positive beta coefficient of 0.387 with a significance of  $0.003 < 0.05$ . A positive beta value means that the more disciplined employees are, the higher their job satisfaction will be.
3. The relationship between competence and employee performance has a positive beta coefficient of 0.153 and a significance value of  $0.157 > 0.05$ . This means that competence has no effect on employee performance.
4. The relationship between work discipline and employee performance has a positive beta coefficient of 0.085 and a significance value of  $0.447 > 0.05$ . This indicates that work discipline has no effect on employee performance.
5. The relationship between job satisfaction and employee performance has a positive beta coefficient of 0.549 and a significance value of  $0.001 < 0.05$ . A positive beta value means that more satisfied employees will improve their performance.

### **3. Model Testing**

#### **Coefficient of Determination**

The following are the results of the coefficient of determination test.

- a. Coefficient of Determination of Competence and Work Discipline on Job Satisfaction

Based on Table 3, it is known that the Adjusted R<sup>2</sup> value is 0.243. This can be interpreted that the competency and work discipline variables are able to explain the job satisfaction variable by 24.3% and the remaining 75.7% (100%-24.3%) is explained by variables outside the study.

- b. Coefficient of Determination of Competence, Work Discipline, and Job Satisfaction on Employee Performance

Based on Table 3, it is known that the Adjusted R<sup>2</sup> value is 0.454. This can be interpreted that the competency and work discipline variables are able to explain the job satisfaction variable by 46% and the remaining (100%-45.4%) 54.6% is explained by variables outside the study .



### F test

The F-test aims to test the regression coefficients simultaneously on the dependent variable. The basis for decision-making with a significance value less than 0.05 or a calculated F value  $> f$  table indicates a simultaneous influence. The following are the results of the F-test.

a. F-Test Results of Competence and Work Discipline on Job Satisfaction

Based on Table 3, it is known that the F value is 17,810 and the significance value is  $0.001 < 0.05$ . This means that the variables of competence and work discipline together have an influence on job satisfaction.

b. F-Test Results of Competence, Work Discipline, and Job Satisfaction on Employee Performance

Based on Table 3, it is known that the F value is 30.126 and the significance value is  $0.001 < 0.05$ . This means that the variables of competence, work discipline, and job satisfaction have a joint influence on employee performance.

### 4. Hypothesis Testing

Based on Table 3, the following findings were obtained:

**1. Hypothesis 1: Competence has a positive and significant effect on job satisfaction.**

Based on Table 3, the relationship between competence and job satisfaction is known that the beta coefficient has a positive value of 0.149 with a significance of  $0.238 > 0.05$ , meaning that competence does not have a significant effect on job satisfaction. **Thus, hypothesis 1 is rejected.**

**2. Hypothesis 2: Work discipline has a positive and significant effect on job satisfaction.**

Based on Table 3, the relationship between work discipline and job satisfaction is known to have a positive beta coefficient of 0.387 with a significance level of  $0.003 < 0.05$ , meaning that work discipline has a positive and significant effect on job satisfaction. **Thus, Hypothesis 2 is accepted.**

**3. Hypothesis 3: Competence has a positive and significant effect on employee performance.**

Based on Table 3, the relationship between competency and employee performance has a positive beta coefficient value of 0.153 and a significance value of  $0.157 > 0.05$ . This means that competency has no effect on employee performance. **Thus, hypothesis 3 is rejected.**

**4. Hypothesis 4: Work discipline has a positive and significant effect on employee performance.**



Based on Table 3, the relationship between work discipline and employee performance has a positive beta coefficient value of 0.085 and a significance value of  $0.447 > 0.05$ . This means that work discipline has no effect on employee performance. Thus, Hypothesis 4 is rejected.

**5. Hypothesis 5: Job satisfaction has a positive and significant effect on employee performance.**

Based on Table 3, the relationship between job satisfaction and employee performance has a positive beta coefficient value of 0.549 and a significance value of  $0.001 < 0.05$ , meaning that job satisfaction has a positive and significant effect on employee performance. Thus, hypothesis 5 is accepted.

**5. Mediation Test**

**Table 4.**  
**Mediation Test Results**

No	Y1 Mediation	Beta	Std. Error	P-Value	Z	Information
1.	X1→Y1	0.149	0.124	0.234	0.117	Not Mediating
2.	Y1→Y2	0.549	0.066			
3.	X2→Y1	0.387	0.130	0.005	0.002	Mediating
4.	Y1→Y2	0.549	0.066			

Source: Primary Data, Processed Data 2025

Based on Table 4, it is known that the relationship between competency variables and employee performance through job satisfaction has a Z-value of  $0.117 > 0.05$  Z-table and a p-value of 0.234. This indicates that job satisfaction does not significantly mediate the effect of competency on employee performance in Semarang Regency Satpol PP and Damkar employees. Furthermore, the relationship between work discipline variables and employee performance through job satisfaction has a Z-value of  $0.002 < 0.05$  Z-table and a p-value of 0.005. This indicates that job satisfaction significantly mediates the effect of work discipline on employee performance in Semarang Regency Satpol PP and Damkar employees.



### **The Influence of Competence on Job Satisfaction**

Competence on job satisfaction has a positive beta coefficient of 0.149 with a significance of  $0.238 > 0.05$ . This means that competence does not affect job satisfaction. According to Spencer & Spencer (1993), competence is a characteristic that underlies a person and is related to superior performance in a particular job or situation. According to Stephen P. Robbins (2024), job satisfaction is defined as a positive feeling towards work that is the result of an evaluation of the characteristics of the job. Based on Table 3, it is known that competence does not significantly affect employee job satisfaction. According to Rivai (2013), competence is explained as the skills, abilities, and abilities of the research results displayed. Based on respondents' responses to the competency variable, respondents assessed their perceived competence at a moderate level. This means that the competence experienced is not classified as light but also not too heavy so it is still within the acceptable limits for employees at the Semarang Regency Public Order Agency (Satpol PP) and Fire Department. This is reinforced by the respondents' length of service, which is dominated by employees with a work period of more than 5 years, as much as 76.4%, which means that they already understand their respective duties and functions. This condition is also supported by the highest respondents' responses regarding competence, which can achieve set goals. This is also supported by the respondents' responses based on the highest mean for job satisfaction, namely that they enjoy and feel satisfied carrying out their main tasks at work. The results of this study support previous research by Niken Ayu Septiana & Tristiana Rijanti (2024), Roesalia Anggraenie et al. (2024), and Indrawan & Busthanul Arifin (2021), which concluded that competence does not significantly influence job satisfaction.

### **The Influence of Work Discipline on Job Satisfaction**

Based on the research results, it is known that work discipline has a positive and significant influence on job satisfaction. This means that the more disciplined employees are, the better their performance will be. Increasing job satisfaction. Mangkunegara (2017) states that work discipline is a management action to implement organizational standards. According to Luthans (2011), job satisfaction is defined as a pleasant or positive emotional state derived from the assessment of one's work or work experience. Based on respondents' responses to the discipline variable, respondents assessed the discipline they felt at a significant level. This means that the discipline experienced is considered high among employees at the Semarang Regency Public Order Agency (Satpol PP) and Fire Department (Damkar). This is reinforced by the respondents' length of service, which is dominated by employees with a service period of more than 5



years (76.4%), indicating that they consistently maintain work discipline. This condition is also supported by the highest respondent's answer to discipline, which is that they are consistently present every day. However, there are several responses that are below average, namely rarely absent and almost never late to work and realizing that my work contributes directly to achieving organizational goals. This is in accordance with previous research. Kirana & Rijanti (2023), Fatmasari & Badaruddin (2022), and Anugrah & Rachmad (2022) concluded that work discipline has a positive and significant effect on job satisfaction.

### **The Influence of Competence on Employee Performance**

Based on the results of the linear regression analysis, it is known that competence on employee performance has a positive beta coefficient value of 0.153 and a significance value of  $0.157 > 0.05$ . This means that competence does not affect employee performance. According to David McClelland (1973), competence is a fundamental characteristic of an individual that is closely related to success in work performance. According to Bernardin & Russel (1993), performance is the observable result of a specific task that involves various activities relevant to organizational goals. The results of the study showed no effect of competence on performance. This can be explained by examining the routine tasks of Satpol PP and Fire Department employees, namely, maintaining public order. This is in line with the findings of Dionne et al. (2002) that routine tasks, clear results, intrinsic satisfaction, or a cohesive team, competence, or other variables can replace the role of formal competence in influencing results. This is also reflected in the responses of respondents who had the highest mean, namely, they enjoyed and felt satisfied carrying out their main tasks at work. This is in accordance with previous research by Yudi Supriyanto (2015), Dilla Puji Salvano et al. (2023), and Nurlindah & Abdul Rahman (2018), which stated that competence does not affect employee performance.

### **The Influence of Work Discipline on Employee Performance**

Based on the results of the linear regression analysis test, work discipline on employee performance has a positive beta coefficient value of 0.085 and a significance value of  $0.0447 > 0.05$ . This means that work discipline does not affect employee performance. Work discipline is an important thing in a company or organization. According to Mangkunegra (2017), work discipline is a management action to implement organizational standards. According to Bernardin & Russel (1993), performance is an observable result of a specific task that involves various activities relevant to organizational goals. Based on respondents' responses to the discipline variable, respondents assessed the



discipline they felt at a moderate level. This means that the discipline experienced was not classified as light but also not too heavy for employees at the Semarang Regency Public Order Agency (Satpol PP) and Fire Department. This is reinforced by the age of respondents, who were dominated by employees aged 30-40, who were productive and experienced at 46.2 %, meaning that they consistently maintained work discipline. This condition is also supported by the highest percentage of respondents' answers to discipline, where they were consistently present every day. Given the routine duties of the Satpol and Damkar (Police and Fire Department), which maintain public order and security, they continue to perform well even without additional discipline. This finding aligns with previous research by Kelimeda et al. (2018), Ambu Uleng et al. (2023), and Doni Irawan et al. (2021), which concluded that work discipline does not significantly impact employee performance.

### **The Influence of Job Satisfaction on Employee Performance**

Based on the results of the study, it shows that job satisfaction has a positive and significant effect on employee performance. This means that if job satisfaction increases, it will increase performance. Goal Setting Theory by Locke (1976) states that clear goals and tasks will create positive emotions towards work (satisfaction) thereby encouraging higher effort and performance. This is in accordance with the results of respondents' responses to performance, which have the highest mean, namely being able to complete work with optimal results. This is also reinforced by the length of service of respondents who are dominated by employees with a work period of 5-10 years, as much as 50.0 %, which means that they are experienced in completing their work. These results are in accordance with previous studies by Febriyanti & Rijanti (2022), Paparang et al., (2021), Kelimeda et al., (2018), and Bustan et al., (2023), concluding that job satisfaction has a positive and significant effect on employee performance.

### **Job Satisfaction Mediates Competence on Employee Performance**

The relationship between competency variables and employee performance through job satisfaction has a Z-value of 0.117 and a p-value of 0.234. This indicates that job satisfaction does not significantly mediate the effect of competency on employee performance in Semarang Regency Public Order Agency (Satpol PP) and Fire Department (Damkar) employees. This finding indicates that the influence of competency on employee performance is direct, without the need for intermediary job satisfaction. This is consistent with previous research by A. Darni Jaya et al. (2020) and Suryani Abdullah et al. (2024), which concluded that job satisfaction does not mediate competency on employee performance.



## **Job Satisfaction Mediates Work Discipline on Employee Performance**

The relationship between work discipline and employee performance through job satisfaction has a Z-value of 0.002 and a p-value of 0.005. This indicates that job satisfaction significantly mediates the effect of work discipline on employee performance at the Semarang Regency Public Order Agency (Satpol PP) and Fire Department (Damkar). This finding indicates that the effect of work discipline on employee performance is indirect and must be mediated by job satisfaction. The results of this study are consistent with previous studies conducted by Setianingrum et al. (2023), Pahmi Syamsul et al. (2018), and Susbiyantoro et al. (2022), which show that job satisfaction can mediate the effect of work discipline on employee performance.

## **CONCLUSION**

Based on the research results and discussion, the following research conclusions can be drawn:

1. Competence does not affect job satisfaction.
2. Discipline influences job satisfaction. This means that the higher the level of discipline, the higher the level of job satisfaction.
3. Competence does not affect employee performance.
4. Work discipline does not affect employee performance.
5. Job satisfaction impacts employee performance. This means that higher job satisfaction leads to higher employee performance.
6. Job satisfaction does not mediate the effect of competence on employee performance.
7. Job satisfaction mediates the influence of work discipline on employee performance.

## **Research Implications**

### **1. Theoretical Implications**

This research can contribute to the development of organizational behavior theory, particularly in understanding the factors that influence employee performance. at the Public Order Agency (Satpol PP) and the Semarang Regency Fire Department. Furthermore, it serves as a reference for future researchers exploring the role of mediating variables between job satisfaction and employee performance.

### **2. Managerial Implications**



To improve performance by increasing job satisfaction. Job satisfaction is proven to mediate the influence of work discipline on employee performance, so to improve job satisfaction by improving financial compensation received fairly according to the workload and competitive salaries received when compared to similar jobs in other agencies. To improve job satisfaction, Satpol PP and Damkar Semarang Regency must improve work discipline by not delaying work and always trying to complete it as quickly and as well as possible.

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