

The Influence of Competence and Work Discipline on Employee Performance at PT PP London Sumatra Indonesia Tbk Tulung Gelam Estate with Job Satisfaction as a Mediating Variable

Marina Fadilah^{1*}, Trisninawati², M. Izman Herdiansyah³, Septiani Fransisca⁴
Management Postgraduate Program, Universitas Bina Darma

Corresponding Author: Marina fadilah: marinafadilah53@gmail.com

ARTICLE INFO

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

Received : 12 January

Revised : 23 February

Accepted: 26 March

©2026 Fadilah, Trisnawati, Hediastyah, Fransisca (s): This is an open-access article distributed under the terms of the [Creative Commons Atribusi 4.0 Internasional](https://creativecommons.org/licenses/by/4.0/).



ABSTRACT

This study aims to analyze the effect of competence and work discipline on employee performance with job satisfaction as a mediating variable at PT. PP London Sumatra Indonesia Tbk Tulung Gelam Estate. This research employs a quantitative approach. The population consists of 200 employees, and the sampling technique used is cluster sampling. The sample size was determined using the Slovin formula, resulting in 133 respondents. Data analysis was conducted using the Structural Equation Modeling Partial Least Squares (SEM-PLS) method. The results indicate that competence does not have a significant effect on employee performance, while work discipline has a significant effect on employee performance. Both competence and work discipline have a significant effect on job satisfaction. However, job satisfaction does not have a significant effect on employee performance and does not mediate the relationship between competence and employee performance, nor between work discipline and employee performance.

INTRODUCTION

Human resources represent the capabilities possessed by individuals in the form of cognitive ability, skills, and motivation influenced by environmental factors and the need to achieve job satisfaction (Dedy Kurnianto, 2022). In the context of organizations, including companies, the presence of high-quality human resources is a determining factor in carrying out operational activities optimally. However, managing human resources is not always easy because it must be adjusted to the dynamic situations and conditions of organizations that continue to change. The role of human resources becomes crucial because all organizational activities are carried out by individuals involved in them, both as implementers and supervisors, in order to achieve the predetermined organizational goals (Syahaical, 2025)

Employee performance refers to the work results achieved by an individual both quantitatively and qualitatively in accordance with the responsibilities assigned to them (Dedy Kurnianto, 2022). Performance also reflects the extent to which individuals are able to contribute to the achievement of organizational goals (Syahaical, 2025). Therefore, to achieve optimal performance, organizations need to pay attention to various supporting factors, particularly competence, work discipline, and job satisfaction, which are interrelated in shaping employee work behavior.

Improving the quality of human resources has become a key factor in maintaining organizational competitiveness amid increasingly intense global competition. Organizations are required to have employees who are not only skilled but also capable of adapting to technological developments and digital-based work systems. The agribusiness sector, particularly the plantation industry, faces similar challenges, such as fluctuations in labor productivity, limited technical capabilities, and low levels of employee job satisfaction, which may hinder the achievement of optimal organizational performance.

One of the important factors influencing employee performance is competence. Competence plays a major role in determining the success of job implementation because it reflects an individual's ability to perform tasks according to established standards. According to Sundari (2023), competence refers to the ability based on knowledge, skills, and work attitudes that are relevant to job demands. Competence is also understood as fundamental characteristics inherent in individuals that can enhance performance, both individually and in teams, including elements of knowledge, skills, and abilities (Rahmawati et al, 2024).

In addition to competence, work discipline is another important factor in improving employee performance. Work discipline refers to employee behavior in complying with organizational rules and work procedures, both written and unwritten, to ensure smooth task implementation and optimal work results (Lestari, N., Pratama, R., & Hidayat, 2024). A high level of discipline reflects an individual's responsibility toward assigned tasks and contributes to creating a conducive work environment, increasing work enthusiasm, and supporting the achievement of organizational goals effectively.

Another factor that influences employee performance is job satisfaction. Job satisfaction is a positive feeling experienced by employees after evaluating various aspects of their work and comparing them with their expectations (Darmawan, Rizal Aji & Muttaqin, 2023). Job satisfaction reflects the extent to which employees feel pleased or displeased with their work, which ultimately influences their attitudes, motivation, and performance within the organization.

PT PP London Sumatra Indonesia Tbk is a company engaged in agribusiness plantations with a primary focus on palm oil and rubber commodities, as well as other crops such as cocoa and tea. The company conducts business activities ranging from seedling cultivation, planting, maintenance, to the processing of plantation products into commodities such as crude palm oil (CPO), palm kernel oil (PKO), and rubber latex, which are marketed both domestically and internationally. The operational areas of the company are spread across several regions in Indonesia, including North Sumatra, South Sumatra, East Kalimantan, and South Sulawesi, with a commitment to sustainable agricultural practices and compliance with ISPO and RSPO certifications.

One of the operational areas of PT PP London Sumatra Indonesia Tbk that serves as the object of this research is the Tulung Gelam Estate in South Sumatra. Based on interviews conducted with management in October 2025, it was found that there are competency gaps among employees, particularly in mastering digital technology. Administrative employees generally have understood digital systems such as the e-Harvest Record and the Digital Plantation Management System (DPMS), while some field workers still experience difficulties in using these systems. In addition, work discipline, particularly related to punctuality and task completion, still needs improvement, which affects work efficiency and productivity.

These findings indicate that employee performance at Tulung Gelam Estate is influenced by competence and work discipline, which in turn may affect employee job satisfaction and ultimately impact overall performance. Previous studies support the relationship among these variables. Sundari (2023) states that competence and work discipline have a positive influence on employee performance in agribusiness companies, while (Wulandari et al., 2024) found that job satisfaction acts as a mediating variable that strengthens the influence of competence on employee performance. However, empirical studies focusing on the agribusiness sector, particularly at PT PP London Sumatra Indonesia Tbk, are still limited; therefore, this study offers a significant research novelty.

This research refers to the Two-Factor Theory proposed by Frederick Herzberg (Herzberg, et al, 1959), which states that work motivation is influenced by motivator factors (intrinsic) and hygiene factors (extrinsic). In the context of this study, competence and work discipline are viewed as motivator factors that encourage improvements in employee performance, while job satisfaction acts as a mediating variable that strengthens the influence of these factors on performance. Therefore, this study is expected to contribute both theoretically and practically to improving employee performance, particularly in the agribusiness sector.

Based on the explanation above, the researcher is interested in examining further the influence of competence and work discipline on employee performance at PT PP London Sumatra Indonesia Tbk with job satisfaction as a mediating variable. The objective of this study is to analyze the influence of competence and work discipline on employee performance at PT PP London Sumatra Indonesia Tbk Tulung Gelam Estate with job satisfaction as a mediating variable.

LITERATURE REVIEW

Competence

Competence is a combination of knowledge, skills, abilities, and attitudes that enable employees to perform their tasks professionally, effectively, and efficiently in accordance with established standards and work ethics (Rahayu, et al, 2024), (Tjahyanti & Chairunnisa, 2021)). Competence is an important element in performance-based human resource management because it helps employees apply their expertise optimally in the workplace while increasing productivity and work quality (Rahadi, 2021), (Rony, 2024). In addition to supporting work effectiveness, competence also plays a role in creating organizational competitive advantage through improving employees' adaptability, responsiveness, and results orientation (Rahadi, 2021). The level of employee competence is influenced by various factors, such as work experience, skills, motivation, personality, organizational culture, as well as the work and intellectual environment (Meidita, 2019).

Work Discipline

Work discipline reflects the level of responsibility and awareness of employees in carrying out tasks in accordance with the rules and standards that apply within an organization. Good discipline encourages work enthusiasm, orderliness, and employee commitment to contribute optimally to the achievement of organizational goals (Ndandara, et al, 2022), (Afandi, 2021), (Rony, et al, 2024) Work discipline is not only corrective through the imposition of sanctions but emphasizes self-control and employees' willingness to voluntarily comply with established rules. Employees who demonstrate high levels of discipline tend to work responsibly and without coercion, which ultimately results in better performance and work achievements (Hasyim, et al, 2022). The level of work discipline is influenced by various factors, including individual goals and abilities, leadership example, fair reward systems, supervision, firmness in sanctions, and the quality of work relationships within the organization (Hanafia, 2020).

Employee Performance

Employee performance refers to the level of achievement of individual work outcomes in carrying out tasks and responsibilities according to predetermined targets, standards, and criteria within a certain period (Chairunnisah, et al, 2021), (Khaerunisa, A., & Marhadi, 2023). Performance reflects the actualization of employees' abilities, skills, experience, dedication, and timeliness in completing tasks that are their responsibility ((M. Farhan Simanjuntak, 2023), (Asnawi, 2020). Achieving optimal performance cannot be separated from organizational support and is influenced by various internal and external factors, such as individual abilities, personality characteristics, job satisfaction, and the work environment (Ramban, 2022), (Wicaksono, 2022). High employee performance plays a strategic role in increasing organizational competitiveness and facilitating the achievement of predetermined organizational goals (Thomas & Simon, 2022).

Job Satisfaction

Job satisfaction is an important aspect of human resource management because it is closely related to employees' psychological conditions, motivation, attendance, and work performance. Employees with high levels of job satisfaction tend to demonstrate better performance and discipline, whereas job dissatisfaction may lead to negative attitudes, decreased motivation, and ultimately a decline in performance (Anggit Safrila, 2024), (Sugiarti, 2024). The level of job satisfaction is influenced by various factors, including compensation, promotion opportunities, work environment, social relationships, and the alignment between individual and organizational goals (Prayudi, et al, 2023).

Influence Between Variables

Competence refers to an individual's ability that includes knowledge, skills, and work attitudes required to carry out tasks according to organizational standards (Wulan Auliyani, 2023). Employees with a high level of competence tend to work effectively and efficiently, resulting in optimal performance. Theoretically, competence plays a strategic role in improving performance because it supports adaptability, decision-making, and problem-solving in the workplace. Empirically, research by (Mulang, 2023) shows that competence has a significant effect on employee performance. However, different findings were reported by (Juwita et al, 2023), who found no significant influence, which may be attributed to differences in individual characteristics and organizational conditions. Therefore, competence is considered an important factor that needs to be continuously developed to improve employee performance.

H1: Competence influences employee performance.

Work discipline is a fundamental element in human resource management that functions to create order, responsibility, and work effectiveness, and is used as a managerial tool to ensure that employees comply with organizational rules and standards in order to support the achievement of company goals (Laela & Dahli, 2023). Employees with a high level of discipline tend to demonstrate self-control, compliance with organizational norms, and productive work behavior. Various studies indicate that work discipline has a positive and significant influence on employee performance because it encourages orderliness, consistency, and effectiveness at work (Wanta, et al, 2022).

H2: Work discipline influences employee performance.

Competence is a combination of knowledge, skills, and attitudes inherent in individuals that influence behavior and performance in various work situations (Utami, 2023). Employees with strong competence tend to adapt more easily to job demands, work professionally, and achieve optimal results, thereby fostering self-confidence and a sense of achievement aligned with expectations. This condition contributes to increased job satisfaction, which is reflected in positive feelings toward work, the work environment, and opportunities for personal development (Ahmad & Arief, 2023). Empirical findings show that competence has a positive and significant influence on employee job satisfaction ((Utami, 2023), (Ahmad & Arief, 2023). Therefore, competence development becomes an important strategy for creating sustainable job satisfaction.

H3: Competence influences job satisfaction.

Work discipline plays an important role in increasing employee job satisfaction because it reflects responsibility, compliance with rules, and commitment to organizational goals. Disciplined employees tend to work systematically, complete tasks on time, and comply with established work standards, thereby creating a conducive work environment and fostering satisfaction and pride in their work outcomes. Empirical findings show a positive relationship between work discipline and job satisfaction, where higher discipline significantly improves employee job satisfaction (Azhar, et al, 2020) (Kornelius, 2022). Conversely, low work discipline can lead to pressure and dissatisfaction due to tasks that are not completed optimally. Therefore, work discipline is an important factor that organizations need to manage to create sustainable job satisfaction.

H4: Work discipline influences job satisfaction.

Job satisfaction is a positive emotional condition that arises from employees' evaluations of various aspects of their work, such as the work environment, relationships among employees, and the rewards received

(Widodo, R., & Hasanah, 2023). The level of job satisfaction experienced by employees may vary across different job aspects and plays an important role in shaping motivation, work enthusiasm, loyalty, and organizational commitment. Employees who feel satisfied tend to demonstrate positive work behavior and strive to provide their best performance, whereas job dissatisfaction may reduce productivity, increase absenteeism, and trigger employee turnover. Empirical studies by (Nawir, 2024) and (Rian Rediansyah, 2023) confirm that job satisfaction has a significant influence on employee performance, where higher levels of job satisfaction lead to higher performance outcomes. Therefore, job satisfaction is considered an important factor in improving employee performance.

H5: Job satisfaction influences employee performance.

Competence plays an important role in increasing employee effectiveness and productivity because it includes a combination of knowledge, skills, and attitudes that enable individuals to perform tasks according to organizational standards. Competent employees are able to apply appropriate technical abilities and work behavior, resulting in optimal and high-quality performance. According to (Robbins, S. P., & Judge, 2022), competence is a key factor in shaping effective work behavior because it determines an individual's ability to complete tasks efficiently and in accordance with organizational expectations. Employees with high levels of competence tend to have greater self-confidence, feel capable of meeting job demands, and gain recognition for their work results, which ultimately increases job satisfaction. Conversely, low competence may lead to work stress, dissatisfaction, and decreased motivation. Therefore, competence not only directly influences performance but also indirectly affects performance through job satisfaction. Empirical findings show that job satisfaction acts as a mediating variable in the relationship between competence and employee performance (Sarah Audiva, Sarah Imelda, 2022), (Ardi, 2021), (Kanafiah et al., 2021).

H6: Competence influences employee performance with job satisfaction as a mediating variable.

Work discipline reflects the level of individual responsibility in carrying out tasks assigned by the company and plays an important role as a managerial instrument in fostering awareness, compliance, and responsibility toward organizational standards. Employees who demonstrate good work discipline tend to perform tasks in an orderly manner, comply with working hours, and maintain professional ethics, thereby directly contributing to improved performance. According to (Robbins, S. P., & Judge, 2022), discipline represents self-control and adherence to organizational norms that positively affect

individual performance. From the perspective of Herzberg's motivation theory, the implementation of good work discipline can encourage the emergence of motivator factors such as responsibility, achievement, and recognition, which ultimately enhance job satisfaction. Research by (Fadhel Adam Syahaical, 2025) and (Nuryatin, 2020) shows that high work discipline increases job satisfaction because employees are able to complete tasks efficiently and meet targets, which leads to feelings of satisfaction and pride in their work results. Job satisfaction subsequently strengthens employee motivation and commitment, resulting in improved performance. However, different findings were reported by (Rusmewahni, Willy Cahyadi, 2023) found that job satisfaction does not mediate this relationship due to other factors such as organizational culture and work environment. Thus, work discipline can improve performance both directly and indirectly through job satisfaction.

H7: Work discipline influences employee performance with job satisfaction as a mediating variable.

Figure 1. Conceptual Framework of the Study.

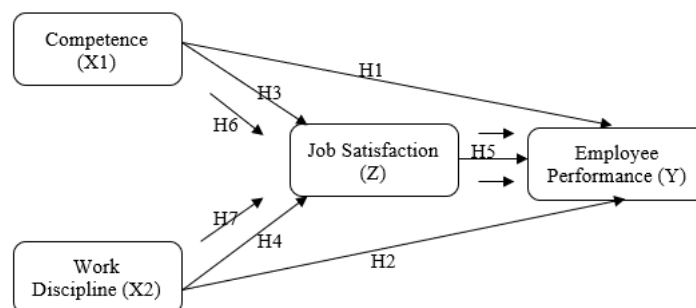


Figure 1. Conceptual Framework

METHODOLOGY

This study employs a quantitative approach with competence (X1) and work discipline (X2) as independent variables, job satisfaction (Z) as the intervening variable, and employee performance (Y) as the dependent variable, where job satisfaction acts as a mediator of the influence of competence and work discipline on employee performance. The research data consist of primary data collected through questionnaires and secondary data obtained from various supporting documents. The population of this study consisted of 200 employees, with the sample determined using a cluster sampling technique and the Slovin formula at a 5% error level, resulting in a sample of 133 respondents. Data analysis was conducted using SEM-PLS 3.0, which includes the evaluation of the measurement model (outer model) through convergent validity, discriminant validity, and composite reliability tests, as well as the evaluation of the structural model (inner model) by assessing path coefficients, R^2 values, and effect size (f^2). Hypothesis testing was performed using the bootstrapping technique with the acceptance criterion that the hypothesis is supported if the t-statistic value is greater than 1.645 at a 5% significance level (one-tailed).

RESEARCH RESULT

Outer Model

Convergent Validity Results

Convergent validity analysis is used to assess the ability of indicators to represent the constructs being measured. A construct is considered valid if the outer loading value of the indicators is above 0.70; however, in the early stages of research, values between 0.50–0.60 are still acceptable. Based on the outer loading results shown in the table, all indicators for each construct have values above 0.50. Therefore, it can be concluded that all indicators meet the requirements of convergent validity and are appropriate to be used in the model.

Table 1. Validity Test Using Outer Loading

	Work Discipline	Job Satisfaction	Employee Performance	Competence
X1.2				0,766
X1.5				0,775
X2.1	0,841			
X2.2	0,728			
X2.3	0,652			
X2.4	0,717			
Y1			0,685	
Y3			0,703	
Y5			0,813	
Z1		0,647		
Z5		0,594		
Z6		0,882		

Source: SmartPLS Output (Processed Data)

Discriminant Validity Results

Discriminant validity is used to ensure that indicators represent their own constructs more strongly than other constructs. The criterion is met when the cross loading values and the square root of the AVE ($\sqrt{\text{AVE}}$) for each construct are higher than the correlations with other constructs. Based on the discriminant validity results, the diagonal values, which represent the square root of AVE, are higher than the correlations between constructs. This indicates that the model has met the requirements of discriminant validity.

Tabel 2. Discriminant Validity atau Cros Loading

	Work Discipline	Job Satisfaction	Employee Performance	Competence
X1.2	0,422	0,392	0,412	0,766
X1.5	0,259	0,554	0,161	0,775
X2.1	0,841	0,639	0,597	0,451
X2.2	0,728	0,295	0,537	0,234
X2.3	0,652	0,330	0,403	0,347
X2.4	0,717	0,298	0,453	0,225
Y1	0,509	0,307	0,685	0,187
Y3	0,433	0,287	0,703	0,320
Y5	0,558	0,438	0,813	0,313
Z1	0,207	0,647	0,193	0,308
Z5	0,426	0,594	0,221	0,279
Z6	0,513	0,882	0,502	0,627

Source: SmartPLS Output (Processed Data)

Composite Reliability Results

The interpretation of composite reliability is similar to Cronbach's Alpha, where a reliability value is considered good and acceptable if it is above 0.70. Based on the results of the composite reliability test, all variables in this study show Composite Reliability values above 0.70. Therefore, it can be concluded that all constructs are reliable and consistent in measuring their respective variables.

Tabel 3. Composite Reliability

	Composite Reliability	Description
Work Discipline	0,825	Valid
Job Satisfaction	0,757	Valid
Employee Performance	0,779	Valid
Competence	0,745	Valid

Source: SmartPLS Output (Processed Data)

Inner Model Test

R-Square (R^2) indicates the model's ability to explain the dependent variables with categories of strong (0.67), moderate (0.33), and weak (0.19). The results of the study show that Job Satisfaction is explained by 48.3% and Employee Performance by 48.1% by the variables in the model. These values fall into the moderate category, indicating that the model has a fairly good explanatory power.

Tabel 4. R Square

	R Square	Adjusted R Square
Job Satisfaction	0,483	0,475
Employee Performance	0,481	0,469

Source: SmartPLS Output (Processed Data)

F^2 (effect size) is used to assess the strength of the influence of independent variables on dependent variables with the criteria of small (0.02), medium (0.15), and large (0.35). The results show that Work Discipline has a moderate effect on Job Satisfaction and a large effect on Employee Performance, while Job Satisfaction has only a very small effect on Employee Performance. Competence has a moderate effect on Job Satisfaction, but has almost no effect on Employee Performance.

Tabel 5. F Square

	Job Satisfaction	Employee Performance
Work Discipline	0,204	0,473
Job Satisfaction		0,013
Employee Performance		
Competence	0,323	0,001

Source: SmartPLS Output (Processed Data)

Hypothesis Testing Results

Hypothesis testing was conducted through inner model analysis by examining the R-Square value and the significance of the relationships between variables using the t-test results from bootstrapping. The resampling method allows the analysis to remain valid even when the data are not normally distributed and the sample size is limited. The results of the hypothesis testing are presented in the SmartPLS inner weight output.

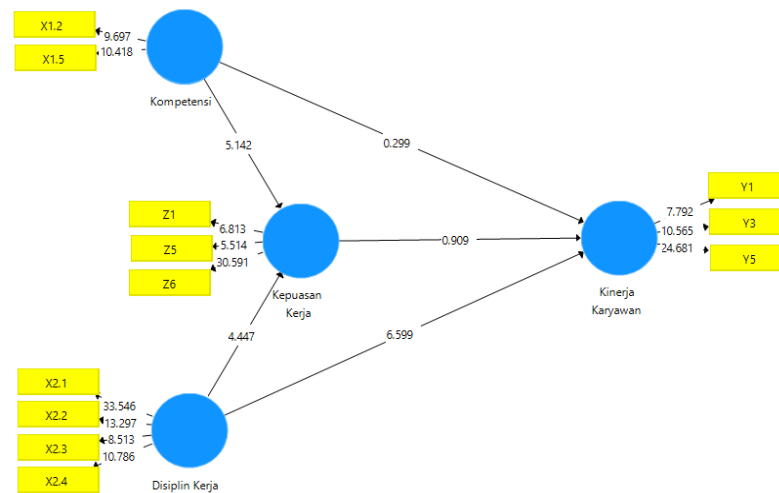


Figure 2. Inner Weight Analysis
Direct Effect (Path Coefficient)

Direct effect analysis assesses the direct influence of independent variables on dependent variables through the path coefficient and P-Value. The effect is considered significant if the P-Value < 0.05.

Tabel 6. Path Coefficient

Variables	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	Statistics (O/STDEV)	P Values	Description
Work Discipline-> Job Satisfaction	0,362	0,377	0,081	4,447	0,000	Significant
Work Discipline-> Employee Performance	0,606	0,609	0,092	6,599	0,000	Significant
Job Satisfaction-> Employee Performance	0,115	0,113	0,126	0,909	0,364	Not Significant
Competence -> Job Satisfaction	0,455	0,444	0,088	5,142	0,000	Significant
Competence -> Employee Performance	0,032	0,043	0,108	0,299	0,765	Not Significant

Source: SmartPLS Output (Processed Data)

Indirect Effect

Indirect effect analysis is used to assess the indirect influence of exogenous variables on endogenous variables through mediating variables. An indirect effect is considered significant if the P-value is less than 0.05, indicating that the mediating variable plays a role. Conversely, a P-value greater than 0.05 indicates that there is no mediating effect.

Tabel 7. Indirect Effect

Variables	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	Statistics (O/STDEV)	P Values	Description
Work Discipline-> Job Satisfaction -> Employee Performance Competence -> Job Satisfaction -> Employee Performance	0,041	0,045	0,050	0,823	0,411	Not Significant
	0,052	0,046	0,057	0,918	0,359	Not Significant

Source: SmartPLS Output (Processed Data)

DISCUSSION

H1:The Effect of Competence on Employee Performance

The results of the study indicate that competence does not have a significant effect on employee performance; therefore, the hypothesis is rejected. This finding suggests that competence as a motivator factor has not been able to improve performance if it is not supported by hygiene factors such as the work environment, company policies, reward systems, and task clarity as explained in Herzberg's Two-Factor Theory. This finding is consistent with the study of (Juwita &Hendri, 2023), but differs from the findings of (Mulang, 2023), which indicate that the influence of competence on performance largely depends on organizational context and internal support. Therefore, companies need to evaluate the alignment between employee competence and job requirements and strengthen management systems and the work environment so that competence can have an optimal impact on employee performance.

H2:The Effect of Work Discipline on Employee Performance

The results of the study show that work discipline has a significant effect on employee performance; therefore, the hypothesis is accepted. This indicates that the level of employee discipline, as part of the hygiene factors in Herzberg's Two-Factor Theory, can improve performance by minimizing procedural deviations, increasing compliance with organizational rules, and creating operational stability. This finding is consistent with the studies of (Wanta, et al, 2022) and Widyndari et al. (2022), which state that work discipline has a positive and significant influence on employee performance. Therefore, companies are advised to strengthen disciplinary systems through consistent rule enforcement, routine supervision, strengthening standard operating procedures (SOPs), and developing a professional work culture in order to improve employee performance sustainably.

H3: The Effect of Competence on Job Satisfaction

The results of the study indicate that competence has a significant effect on job satisfaction, meaning that the higher the level of employee competence, the higher the level of job satisfaction experienced. This finding is consistent with Herzberg's Two-Factor Theory, where motivator factors such as achievement, responsibility, and skill development increase job satisfaction. Previous studies by (Utami & Harlen, 2023) and (Ahmad et al, 2023) support this finding, stating that competent employees tend to have higher self-confidence, are able to complete tasks effectively, and experience a sense of personal achievement, which ultimately increases job satisfaction. Therefore, organizations need to continuously develop employee competencies through training, coaching, and career development programs to maintain job satisfaction and support organizational sustainability.

H4: The Effect of Work Discipline on Job Satisfaction

The results of the study show that work discipline has a positive and significant effect on job satisfaction, meaning that the higher the level of employee discipline, the higher the job satisfaction experienced. This finding is consistent with Herzberg's Two-Factor Theory, where discipline is related to hygiene factors such as policies, regulations, and clear work structures, which create fairness and order in the workplace. Previous studies by (Azhar, et al, 2020) and (Kornelius, 2022) also support this finding, indicating that disciplined employees tend to experience higher job satisfaction because they are able to achieve targets, work according to established rules, and receive appreciation. Therefore, organizations need to implement a culture of discipline consistently through clear regulations, supervision, and reward systems in order to increase job satisfaction and create a positive work environment.

H5: The Effect of Job Satisfaction on Employee Performance

The results of the study indicate that job satisfaction does not have a significant effect on employee performance, although a positive relationship exists. This finding can be explained by Herzberg's Two-Factor Theory, where motivator factors may increase satisfaction but inadequate hygiene factors may prevent satisfaction from translating into improved performance. This finding is consistent with the study of (Syafri, et al, 2024), although several other studies such as (Nawir, 2024) and (Rediansyah, 2023) report a significant positive relationship. This inconsistency may be influenced by differences in organizational contexts, measurement methods, and other supporting factors. Therefore, companies should not only increase satisfaction through hygiene-related policies but also strengthen motivator factors such as recognition of achievements, development opportunities, work autonomy, and the analysis of other dominant factors influencing employee performance.

H6: The Effect of Competence on Employee Performance with Job Satisfaction as a Mediating Variable

The results of the study indicate that job satisfaction does not mediate the relationship between competence and employee performance, meaning that competence alone is insufficient to improve satisfaction or performance. This finding is consistent with Herzberg's Two-Factor Theory, which emphasizes that both motivator and hygiene factors must be fulfilled in order for job satisfaction to emerge. This finding is consistent with the studies of Siregar & (Siregar, R., & Manurung, 2020) and (Ningsih, 2021), although it differs from several other studies that found job satisfaction to mediate this relationship ((Sarah & Imelda, 2022). Work environment conditions, physical workload, reward systems, and production demands may influence this result. Therefore, companies should not only improve competence but also strengthen reward systems, career development opportunities, work relationships, and the work environment to enhance job satisfaction and ultimately improve employee performance.

H7: The Effect of Work Discipline on Employee Performance with Job Satisfaction as a Mediating Variable

The results of the study indicate that job satisfaction does not mediate the relationship between work discipline and employee performance, meaning that high discipline does not automatically increase satisfaction or performance. This finding is consistent with Herzberg's Two-Factor Theory, where discipline is categorized as a hygiene factor that is insufficient to trigger satisfaction without the presence of motivator factors. This finding is consistent with (Rusmewahni & Cahyadi, 2023), although it differs from the studies of (Syahaical, 2025) and (Nuryatin, 2020), which found job satisfaction to act as a mediating variable. Working conditions in plantation environments, physical workload, leadership patterns, and dominant reward systems may influence these results. Therefore, companies are advised not only to improve discipline but also to strengthen satisfaction-related factors such as reward systems, work environment, interpersonal relationships, and self-development opportunities in order to maximize the impact of discipline on employee performance.

CONCLUSIONS AND RECOMMENDATIONS

Based on the study examining the effect of competence and work discipline on employee performance at PT PP London Sumatera Indonesia Tbk Tulung Gelam Estate with job satisfaction as a mediating variable, it can be concluded that employee competence has not fully improved performance because the existing abilities, skills, and knowledge are not optimally supported by the work environment and organizational systems. In contrast, work discipline has been proven to be an important factor in encouraging productivity and work effectiveness through compliance, punctuality, and consistency in carrying out tasks. Competence and discipline also play a role in increasing job satisfaction, where competent and disciplined employees tend to experience greater self-confidence, orderliness, and comfort in their work. However, job satisfaction has not been able to significantly improve performance or mediate

the relationship between competence or discipline and performance, as organizational supporting factors such as motivation, leadership, and work facilities still need to be strengthened.

ADVANCED RESEARCH

The limitation of this study lies in the variables used, which are still limited to competence, work discipline, and job satisfaction. Therefore, future research is recommended to include other variables such as motivation, leadership, and work environment, as well as to use more diverse methods in order to produce more comprehensive results and improve generalizability.

ACKNOWLEDGMENT

The author would like to express sincere gratitude to the supervisors and examiners for their guidance, valuable suggestions, and support throughout the process of completing this article, making it possible to be accomplished successfully.

REFERENCES

- Afandi, A. (2021). Pengaruh Kompetensi dan Disiplin Terhadap Kinerja dengan Etos Kerja sebagai Variabel Mediasi Kecamatan Lubuk Sikaping. *Jurnal Terapan Pemerintahan Minangkabau*, 1(1), 33–46.
- Ahmad Atha“Il Kafi, Mohammad Yahya Arief, S. S. (2023). *Karyawan, Pengaruh Gaji dan Insentif Terhadap Kinerja Intervening, dengan Kepuasan Kerja sebagai Variabel Banyuputih, pada Ud. Dnl Kecamatan Situbondo, Kabupaten*. 2(10), 2358–2375.
- Anggit Safrila, N. O. (2024). Pengaruh Kompensasi dan Disiplin Kerja Terhadap Kepuasan Kerja. *JIBEMA: Jurnal Ilmu Bisnis, Ekonomi, Manajemen, Dan Akuntansi*, 2(1), 35–49.
- Ardi, H. A. (2021). The Effects of Competence and Achievement Motivation To Primary School Teacher's Performance with Job Satisfaction As An Intervening Variable. *Jurnal Akuntansi & Ekonomika*, 11(1).
- Asnawi, M. (2020). Pengaruh pelatihan dan lingkungan kerja terhadap kinerja karyawan dengan kepuasan kerja sebagai variabel intervening (Studi Pada Karyawan Hotel Megaland Solo). *Diponegoro Journal of Management*, 6(4), 693–703.
- Azhar, M. E., Nurdin, D. U., & Siswadi, Y. (2020). engaruh Disiplin Kerja Dan Kompensasi Terhadap Kepuasan Kerja Karyawan Pengaruh Disiplin Kerja Dan Kompensasi Terhadap Kepuasan Kerja Karyawan Pt Mitra Abadi Setiacargo -Medan. *Jurnal Humaniora*, 4(1), 46–60.
- Chairunnisah, R., KM, S., & Mataram, P. M. F. H. (2021). *Teori sumber daya manusia. In Kinerja Karyawan*.
- Darmawan, Rizal Aji & Muttaqin, R. (2023). Pengaruh Gaya Kepemimpinan dan Motivasi Terhadap Kinerja Karyawan Dengan Kepuasan Kerja Sebagai Variabel Intervening Pada Industri Otomotif. *JEMSI (Jurnal Ekonomi, Manajemen, Dan Akuntansi)*, 9(2), 67–74.
- Dedi Rianto Rahadi. (2021). Kompetensi Sumber Daya Manusia. In M. M. Pandu Adi C (Ed.), *Angewandte Chemie International Edition*, 6(11), 951–952. (2021st ed.).
- Dedy Kurnianto, I. K. (2022). Analisis Jalur Pengaruh Motivasi Kerja, Disiplin Kerja, Kepuasan Kerja, Lingkungan Kerja Terhadap Kinerja Karyawan dengan Variabel Intervening Organizational Citizenship Behavior. *Prima, Proseding Seminar Nasional Matematika*, 5, 740–751.
- Fadhel Adam Syahaical, N. A. (2025). Pengaruh Motivasi Dan Disiplin Kerjaterhadap Kinerja Karyawan Dengan Kepuasan Kerja Sebagai Variabel Mediasipada Pt X Jakarta Pusat. *Jurnal Lentera Bisnis*, 14(1). <https://doi.org/10.34127/jrlab.v14i1.1284>
- Gushar Driani Sundari, E. R. P. (2023). Pengaruh Kompetensi, Disiplin Kerja Dan Lingkungan Kerja Fisik Terhadap Kinerja Pegawai Dengan Kepuasan Kerja Sebagai Pemediasi. *Jurnal Mirai Management*, 8(2), 127–138.
- Hanafia, M. Y. (2020). *Pengaruh Budaya Organisasi, Motivasi, Dan Disiplin Kerja, Terhdap Kepuasan Kerja Karyawan Di Ma'had Abu Ubaidah Bin Al Jarrah Medan*. 145.
- Hasyim, W., Putra, M., & Wijayati, A. (2022). engaruh Disiplin Kerja Dan

- Lingkungan Kerja Terhadap Kepuasan Kerja Dengan Komitmen Organisasi Sebagai Variabel Intervening. *Jurnal Ekonomi Dan Bisnis*, 10(2), 583–589.
- Herzberg, F., Mausner, B., & Snyderman, B. B. (1959). *The motivation to work* (2nd ed.). New York: John Wiley & Sons.
- Juwita Lisvira, Edduar Hendri, A. (2023). Pengaruh Kompetensi dan Komunikasi Kerja Terhadap Kinerja Karyawan Pada PT. Thamrin Brothrs Palembang Cabang Sako. *INNOVATIVE: Journal Of Social Science Research*, 4(1), 10299–10308.
- Kanafiah, Prahiawan, W., & Suherna. (2021). Pengaruh Kompetensi (Hard skill) Dan Pelatihan Terhadap Kinerja Pelaksana Teknis Melalui Kepuasan Kerja Sebagai Variabel Intervening. *Jurnal Riset Bisnis Dan Manajemen Tirtayasa (JRBMT)*, 5(2), 186–199. <https://doi.org/DOI:10.48181/jrbmt.v5i2.13178>
- Kelvin Ramban, E. (2022). Efek Mediasi Kepuasan Kerja Pada Pengaruh Lingkungan Kerja Terhadap Kinerja Karyawan. *Jurnal Manajerial Dan Kewirausahaan*, 04(01), 132–141.
- Khaerunisa, A., & Marhadi, A. (2023). Pengaruh Kompensasi dan Motivasi Kerja pada Kinerja Karyawan. *IJM : Indonesian Journal of Multidisciplinary*, 1, 2435–2446.
- Kornelius, A. Y. (2022). *Pengaruh Kompensasi Dan Disiplin Kerja Terhadap Kepuasan Kerja Karyawan Pada Cv. Desi Bar Dan Karaoke Kota Palu*. 8(2), 149–161.
- Laela Novianti Dewi, Dahli Suhaeli, L. A. H. (2023). Pengaruh Kemampuan Kerja, Motivasi Kerja, dan Disiplin Kerja terhadap Kinerja Karyawan (Studi Empiris pada Puskesmas Kecamatan Candimulyo). *Borobudur Management Review*, 3(1).
- Lestari, N., Pratama, R., & Hidayat, S. (2024). Pengaruh kepuasan kerja terhadap kinerja karyawan dengan dukungan manajerial sebagai variabel pendukung. *Jurnal Manajemen Dan Bisnis*, 11(1), 45–56.
- M. Farhan Simanjuntak, A. F. (2023). Pengaruh Beban Kerja Dan Kepuasan Kerja Terhadap Kinerja Karyawan pada PT Global Arrow Jakarta. *Portofolio: Jurnal Manajemen Dan Bisnis*, 2(3).
- Meidita, A. (2019). 3772-8389-1-Pb. *Pengaruh Pelatihan Dan Kompetensi Terhadap Kepuasan Kerja Melalui Motivasi Kerja Anggi*, 2(2), 226–237.
- Muhammad Nawir, L. A. P. N. D. M. A. F. S. (2024). Optimalisasi Sumber Daya Manusia dalam Industri: Analisis Peran dan Strategi Pengembangan Keahlian dalam Meningkatkan Kinerja Sektor Perikanan. *Ocean Engineering : Jurnal Ilmu Teknik Dan Teknologi Maritim*, 3(1), 19–27.
- Mulang, H. (2023). Pengaruh Kompetensi dan Motivasi Terhadap Kinerja Pegawai. *Jurnal Ekonomi & Ekonomi Syariah*, 6(1).
- Ningsih, W. (2021). Job satisfaction as a non-mediating variable between competence and employee performance. *Jurnal Ilmu Manajemen*, 9(3), 301–310.
- Nuryatin, B. (2020). Pengaruh Motivasi Kerja Dan Disiplin Kerja Terhadap Kinerja Karyawan Dengan Kepuasan Kerja Sebagai Variabel Intervening Pada Pt Astron Optindo Industries. *Jurnal Manajemen Bisnis Dan Kewirausahaan*, 4(6), 309–316.

- Prayudi, A., Komariyah, I., Miftahul, S., & Subang, H. (2023). The Impact Of Work Motivation, Work Environment, And Career Development On Employee Job Satisfaction. *Jurnal Visi Manajemen*, 9(1).
- Rian Rediansyah, R. A. (2023). The Influence Of Job Satisfaction On Improving Employee Performance At CV. Santosa Bandung. *Management Studies and Entrepreneurship Journal*, 4(5), 5361–5368.
- Robbins, S. P., & Judge, T. A. (2022). *Organizational behavior (19th ed.)*. Pearson.
- Rusli, H., Wulandari, S., & Rahmawati, D. (2024). Pengaruh harga dan kualitas pelayanan terhadap keputusan pembelian dengan kepuasan konsumen sebagai variabel intervening pada Baru Swalayan Solok. *Jurnal Ekonomi Dan Bisnis*, 6(3), 201–213. <https://eco.ojs.co.id/index.php/jed/article/view/780>
- Rusmewahni, Willy Cahyadi, R. suci R. (2023). Pengaruh Disiplin Kerja dan Motivasi Kerja terhadap Kinerja Karyawan dengan Kepuasan Kerja sebagai Variabel Intervening pada Rumah Sakit Sri Pamela Tebing Tinggi. *Journal on Education*, 5(4), 15977–15984. <http://jonedu.org/index.php/joe>
- Sarah Audiva, Sarah Imelda, I. S. (2022). Pengaruh kompetensi, komunikasi organisasi terhadap kinerja karyawan dengan kepuasan kerja sebagai variabel intervening di kpp pratama banda aceh. *Jurnal Ekonomi Bisnis Digital*, 1(2).
- Siregar, R., & Manurung, S. (2020). Job satisfaction does not mediate competence and performance: Evidence from plantation workers. *Jurnal Administrasi Dan Bisnis*, 14(2), 112–120.
- Sucik Rahayu, Susana Aditiya Wangsanata, Dwi Vianita Rosari, Anisa Muhimmatun Nikhla, A. A. P. (2024). Pengaruh Budaya Organisasi, Disiplin Kerja, Dan Kompetensi Terhadap Kinerja Guru Melalui Motivasi. *Indonesian Journal of Education and Learning*, 08(01). <https://doi.org/DOI:10.31002/ijel.v8i1.1595>
- Sugiarti, E. (2024). The Impact of Workload and Negative Work Environment on Employee Work Motivation. In *Jurnal Mahasiswa Ekonomi & Bisnis*, 4(1).
- Syafri Yanto, H., Utama, S., & Yudianto, D. (2024). Pengaruh Kepuasan Kerja Terhadap Kinerja Pegawai Negeri Sipil di Kota Lubuklinggau. *Jurnal Administrasi Publik*, 9(1), 56–67. <https://ejournal.unib.ac.id/a46/article/view/25849>
- Thomas Kones, Simon Sia Niha, H. A. M. (2022). Pengaruh Lingkungan Kerja, dan Penempatan Pegawai Terhadap Kinerja Pegawai Melalui Kepuasan Kerja Sebagai Variabel Mediasi (Suatu Kajian Studi Literatur Manajemen Sumberdaya Manusia). *Jurnal Ilmu Manajemen Terapan*, 4(2). <https://doi.org/https://doi.org/10.31933/jimt.v4i2>
- Tjahyanti, S., & ChairunniSA, N. (2021). Kompetensi, Kepemimpinan, Disiplin Kerja Terhadap Kinerja Karyawan Human Resources and Facility Management Directorate. *Media Bisnis*, 12(2), 127–132. <https://doi.org/10.34208/mb.v12i2.917>
- Utami Permatasari, Harlen, M. (2023). Pengaruh Kompetensi Dan Penempatan Kerja Terhadap Kepuasan Kerja Dan Kinerja Pegawai BPKAD Provinsi Riau. *INNOVATIVE: Journal Of Social Science Research*, 3(2), 8600–8616.
- Veronika Ndandara, Henny A. Manafe, Yulius Yasinto, S. M. (2022). Pengaruh

- Beban Kerja, Dan Lingkungan Kerja Melalui Kepuasan Kerja sebagai Variabel Mediasi terhadap Disiplin Kerja Karyawan (Suatu Kajian Studi Literatur Manajemen Sumberdaya Manusia). *Jurnal Manajemen Pendidikan Dan Ilmu Sosial*, 4(1). <https://doi.org/https://doi.org/10.38035/jmpis.v4i1>
- Wanta, F. T., Trang, I., & Taroreh, R. N. (2022). Pengaruh Disiplin Kerja Dan Motivasi Kerja Terhadap Kinerja Pegawai Pada Kantor Inspektorat Kabupaten Minahasa Tenggara Di Masa Pandemi Covid-19. *Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi*, 10, 113–122.
- Wicaksono, R. M. (2022). *Kinerja dan Kepuasan. Review MSDM: Pengaruh Pelatihan, Lingkungan Kerja*. 3(02), 147–156.
- Widodo, R., & Hasanah, S. (2023). The Role Of Payment Flexibility In Customer Decisions. *Digital Finance Journal*.
- Wulan Auliyani, D. M. (2023). Studi Tinjauan Teoritis: Pengaruh Kompetensi Kerja Terhadap Kinerja Karyawan Di Perusahaan. *Jurnal Ekonomi, Bisnis Dan Manajemen*, 2(2), 133–139.
- Wulandari, S., Nasution, M. A., & Firah, A. (2024). Pengaruh Kompetensi Karyawan Dan Komitmen Karyawan Terhadap Kinerja Karyawan Pada Pt. Megamas Plaza Bangunan Medan. *Warta Dharmawangsa*, 18(2), 426–439.
- Yustisiwo, Zahara Tussoleha Rony, H. R. (2024). Pengaruh Kompetensi dan Disiplin Kerja Terhadap Kinerja Karyawan PT Jaya Bakti Raharja. *Jurnal Kewirausahaan Dan Multi Talenta (JKMT)*, 2(1).