

The Influence of Work Competence and Work Conflict Through Job Satisfaction on Employee Performance in the Working Environment of the Indonesian House of Representatives (DPR RI)

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Abstract

Employee performance within the Secretariat General of DPR RI has shown fluctuating trends in recent years, shaped by factors such as work competence, work conflict, and job satisfaction. The purpose of this study is to determine the influence of job competence and workplace conflict on job satisfaction and its implications for employee performance within the Indonesian House of Representatives (DPR RI). This is an explanatory quantitative study using primary data. The research sample comprised 306 employees of the DPR RI. Data acquisition occurred through direct distribution of 306 questionnaires to respondents utilizing Google Forms. Structural Equation Modeling with Partial Least Squares served as the analytical technique. Findings indicate that both job competence and work conflict exert positive and significant influences on job satisfaction. Moreover, job competence, work conflict, and job satisfaction each demonstrate positive and significant effects on employee performance. Job satisfaction further functions as a mediating variable in the relationships between job competence and work conflict with employee performance.

Keywords: Employee Performance, Job Competence, Job Satisfaction, Public Sector Management, Work Conflict.

1. Introduction

Public sector organizations hold a strategic role in the administration of government and in providing services to the public. According to Irfad et al. (2021), employee performance is a primary indicator of a public organization's success in achieving national development goals, policy effectiveness, and the quality of public services. In the context of bureaucratic reform, improving the performance of state apparatus has become a priority agenda of the Indonesian government in order to realize professional, transparent, and accountable governance (Ministry of Administrative and Bureaucratic Reform, 2020).

The Indonesian House of Representatives (DPR RI) as a state institution occupies a strategic position within the constitutional system. The DPR RI carries out complex functions of legislation, budgeting, and oversight that involve intensive interaction between political and bureaucratic elements. This condition requires DPR RI employees to have optimal performance, adequate competence, and the ability to manage work conflict dynamics that arise within a heterogeneous organizational environment.



Table 1. Performance Report of the Secretariat General of DPR RI 2019-2023

No.	Year	Number of Employees	Competence Level (%)	Work Conflict (Cases)	Job Satisfaction	Performance Achievement (%)
1.	2019	1.245	78	32	74	76
2.	2020	1.26	80	35	72	75
3.	2021	1.275	82	41	70	74
4.	2022	1.29	85	38	76	79
5.	2023	1.305	87	34	81	83
Average		1.275	82.4	108	74.6	77.4

Source: Secretariat General of DPR RI (2026)

Table 1 provides recapitulated performance figures for employees of the DPR RI Secretariat General spanning 2019 through 2023, from which it can be inferred that performance levels have shown variability yet a general tendency toward improvement as the observation period concludes. The increasing number of employees from year to year indicates the organization's effort to strengthen human resource capacity to support the increasingly complex implementation of DPR RI's duties and functions. In 2019, employee performance reached 76%, then declined to 75% in 2020 and 74% in 2021. Subsequently, performance rose again to 79% in 2022 and 83% in 2023. This data indicates that employee performance within the DPR RI is not yet fully consistent, so continuous efforts to improve performance are still needed.

Viewed from the aspect of work competence, the data shows a relatively consistent increase with an average competence level of 82.4%. According to Spencer and Spencer (1993), this reflects that competence development programs, such as education and training, have run reasonably well. Work competence is an important prerequisite for employees to be able to carry out their duties effectively and professionally. Nevertheless, the data also shows that the increase in competence has not been fully followed by a stable increase in performance every year, indicating the presence of other factors that also influence employee performance (Basna, 2016).

Furthermore, the work conflicts recorded throughout the research period show a fairly significant number, with a total of 108 cases. The spike in work conflict, particularly in 2021, occurred alongside a decline in job satisfaction and employee performance achievement. Robbins and Judge (2023) states that this condition aligns with the view that work conflict that is not managed effectively can erode work comfort, disrupt relationships among employees, and negatively affect performance.

From the aspect of job satisfaction, the data shows a fluctuating pattern that tends to follow the dynamics of work conflict. The average job satisfaction level is 74.6%. A critical function of job satisfaction lies in its influence upon employee attitudes, motivational levels, and commitment to the organization. Luthans (2011) observes, those employees who report high satisfaction with their work tend to exhibit superior performance relative to dissatisfied employees.

Meanwhile, employee performance achievement shows a tendency to increase when job satisfaction increases and work conflict decreases. The average performance achievement is 77.4%, and this figure still leaves room for improvement. Competence alone does not determine employee performance, as psychological factors and the work environment play equally significant roles in shaping outcomes (Mangkunegara, 2017; Sihite & Marpaung, 2023).

Overall, the data in the table indicates that high work competence does not automatically produce optimal performance if it is not supported by an adequate level of job satisfaction and effective management of work conflict. Work conflict carries the potential to diminish job satisfaction, which in turn can lead to diminished performance among employees. According to Peny et al. (2024), job satisfaction functions as a significant intermediary through which work competence influences performance. Irfad et al. (2021) likewise regard job satisfaction as a pivotal linkage connecting work conflict with employee performance.

The results achieved by an employee in fulfilling work responsibilities, measured by quality and quantity, define employee performance. Optimal performance indicates that an employee carries out tasks with professional conduct, adherence to standards, and consistency with organizational goals. Nevertheless, various empirical studies show that the performance of public sector employees in Indonesia still faces a number of challenges, such as a mismatch between competence and job demands, high work conflict, and job satisfaction levels that are not yet optimal (Az-Sahra & Kusasih, 2023). An employee's success in fulfilling duties and obligations depends significantly upon work competence, which stands as a primary determining factor. Spencer and Spencer (1993) describe competence as a foundational individual attribute that directly contributes to exceptional job performance. Empirical evidence from Rosmaini and Tanjung (2019) demonstrates that work competence exerts a positive and significant influence upon the performance of public sector personnel.

In addition to competence, work conflict is a phenomenon inseparable from organizational life, particularly in large and complex organizations such as the DPR RI. Work conflict can arise due to differences in interests, perceptions, values, and the division of tasks among individuals and work units. When work conflict is inadequately addressed, it tends to undermine job attitudes, satisfaction, and performance, according to Robbins and Judge (2023). Supporting evidence appears in Nurjannah and Ahmadi (2024), who report that work conflict negatively impacts job satisfaction, and in Mandasari et al. (2022), who show that work conflict has a deleterious effect on employee performance in public sector contexts.

A psychological condition reflecting employee contentment with job elements, including duties, environment, interpersonal relations, and rewards, constitutes job satisfaction. Luthans (2011) maintains that job satisfaction bears a strong connection to performance, commitment, and organizational allegiance. Research conducted in Indonesia by Rosmaini and Tanjung (2019) demonstrates that job satisfaction functions both as a direct predictor of performance and as an intervening variable linking competence and work conflict to performance.

Several previous studies, such as Peny et al. (2024), prove that the influence of work competence on performance is enhanced by job satisfaction, which also acts to attenuate the detrimental effects arising from work conflict. Nevertheless, empirical studies that specifically examine this relationship within the DPR RI work environment are still very limited. In fact, the distinctive characteristics of the DPR RI organization, with its high work intensity, political pressure, and bureaucratic complexity, have the potential to produce a different pattern of relationships compared to other public sector organizations.

Although many studies have been conducted on work competence, work conflict, job satisfaction, and employee performance, the results remain varied. Some studies find that work competence greatly influences employee performance, while other studies show that this influence is not always significant. This is due to other organizational factors that also influence employee performance. Similarly, research on work conflict also shows differing results. Some studies conclude that work conflict has a negative impact on job satisfaction and

employee performance, while other studies show that work conflict that is managed effectively can have a positive impact on organizational performance.

Most previous studies have been conducted at regional government agencies, educational institutions, hospitals, or private companies. Limited research has been undertaken to date that concurrently explores the influence of work competence and work conflict on employee performance through the mediating role of job satisfaction specifically within the DPR RI context. Further investigation thus becomes essential to produce broader empirical support regarding these relationships, as the DPR RI exhibits unique attributes, organizational culture, and administrative complexity that set it apart from typical public sector institutions.

This study carries novelty because it develops a research model that combines work competence and work conflict as influencing variables, job satisfaction as a mediating variable, and employee performance as the final outcome within one complete research model. This study is also conducted within the DPR RI work environment, which has distinctive organizational characteristics that are uncommon, namely highly dynamic work, complex bureaucracy, and very high-performance demands.

By integrating these variables within a legislative institution rather than the regional government agencies, educational institutions, hospitals, or private companies examined in most previous studies, this study advances public sector human resource management scholarship and offers practical, actionable insight for legislative institutions on how competence development and conflict management can be directed toward strengthening job satisfaction and performance. Thus, this study is expected to provide new perspectives and enrich knowledge regarding how to manage human resources in public sector organizations, particularly in legislative institutions.

The preceding account establishes the significance of this investigation, which aims to thoroughly examine the influence of work competence and work conflict on performance through the mediating role of job satisfaction in the DPR RI context. Contributions to scholarly understanding of public sector HRM, along with practical recommendations for DPR RI human resource practices, are expected to emerge from the study's results.

Drawing upon the research background and focal concerns, this study addresses several core questions within the Secretariat General of DPR RI. These include whether work competence affects employee job satisfaction, whether work conflict influences job satisfaction, whether work competence impacts employee performance, whether work conflict affects performance, whether job satisfaction influences performance, whether job satisfaction mediates the effect of work competence on performance, and whether job satisfaction mediates the effect of work conflict on performance.

Consistent with the stated problem formulation, the present investigation aims to examine and establish, within the DPR RI Secretariat General, the effects of work competence on job satisfaction, the effects of work conflict on job satisfaction, the effects of work competence on employee performance, the effects of work conflict on performance, and the effects of job satisfaction on performance, as well as the mediating function of job satisfaction in the relationships between work competence and performance and between work conflict and performance.

This investigation promises benefits of a theoretical and practical nature. From a theoretical standpoint, it is intended to contribute a body of information that may inform subsequent studies on human resource topics, with particular relevance to investigations of competence, conflict, satisfaction, and performance. Practically, for the DPR RI, this study is expected to become input and consideration in formulating human resource management

policies, particularly those related to improving work competence, managing work conflict, increasing job satisfaction, and efforts to improve employee performance. This study aims to provide DPR RI staff with an appreciation of how work competence and the handling of work conflict contribute to job satisfaction and improved performance outcomes. As for academics and future researchers, this study is expected to become a reference, source of information, and comparative material for future research related to work competence, work conflict, job satisfaction, and employee performance, particularly in the public sector.

2. Literature Review

2.1. Grand Theory

This study uses Social Exchange Theory (SET) developed by Homans (1958) and refined by Blau (1964). This theory explains that relationships within an organization are based on the exchange of resources with the expectation that each individual obtains rewards commensurate with their contribution (Blau, 1964). In this study, work competence is viewed as increasing job satisfaction because employees feel able to meet job demands and obtain appropriate rewards, while work conflict decreases satisfaction because it reduces the quality of exchange relationships within the organization. Job satisfaction subsequently influences employee performance. As a supporting theory, this study uses Two Factor Theory from Herzberg (1959), which distinguishes between motivator and hygiene factors. Work competence is related to motivator factors, while work conflict is related to hygiene factors. Therefore, improving competence and managing conflict well are expected to increase job satisfaction and employee performance.

2.2. Employee Performance

The outcomes of an employee's work, assessed by both quality and quantity, in the execution of tasks aligned with their obligations constitute employee performance (Bernardin & Russell, 2013; Mangkunegara, 2017; Robbins & Judge, 2023). Performance measurement aims to increase motivation, evaluate work outcomes, identify training needs, and serve as a basis for decision-making related to employees (Masram & Mu'ah, 2023). Performance is influenced by organizational support, management capability, and individual ability (P. J. Simanjuntak, 2011), and is measured through the dimensions of quality, quantity, timeliness, effectiveness, and independence (Robbins & Judge, 2023).

2.3. Job Satisfaction

Job satisfaction is an emotional state or positive evaluation of an individual toward their work, formed from work experience and the alignment between contribution and reward received (Judge et al., 2020; Mathis et al., 2018; Robbins & Judge, 2023; Soetrisno, 2016). Job satisfaction is influenced by the fulfillment of needs, alignment of expectations, achievement of values, fairness, and individual characteristics (Kreitner & Kinicki, 2012). In this study, job satisfaction is measured through the dimensions of the work itself, pay, promotion, supervision, and coworkers (Luthans, 2011).

2.4. Work Competence

Work competence comprises an integrated set of knowledge, skills, abilities, attitudes, and personal attributes that facilitate effective task execution (Armstrong, 2014; Dessler, 2020; Moeheriono, 2014; Wibowo, 2018). Competence serves as the basis for work standards, human resource development, productivity improvement, and performance assessment (Soetrisno, 2016). According to Wibowo (2018), competence is influenced by values, skills,

experience, personality, motivation, emotional condition, and intellectual ability. Competence in this study is measured through the dimensions of knowledge, skills, and attitude (Setiastuti et al., 2022).

2.5. Work Conflict

Work conflict is a condition that arises due to differences in interests, goals, values, or perceptions between individuals or groups, thereby affecting working relationships (Armstrong, 2014; Kreitner & Kinicki, 2012; Robbins & Judge, 2023). Conflict can be functional if it drives innovation and decision quality, or dysfunctional if it decreases job satisfaction, increases stress, and hinders productivity (Robbins & Judge, 2023). Factors that influence conflict include communication, organizational structure, individual characteristics, differences in goals, perception, competition for resources, and task interdependence (Kreitner & Kinicki, 2012; Robbins & Judge, 2023). Work conflict is measured through the dimensions of task conflict, relationship conflict, and process conflict (Jehn, 1995 in Robbins & Judge, 2023).

2.6. Hypotheses

According to Creswell and Creswell (2022), a hypothesis is a researcher's prediction regarding the relationship between variables, formulated based on theory and previous research, which is then tested empirically. Sugiyono (2022) characterizes a hypothesis as a tentative answer to the formulated problems, remaining unsubstantiated until empirical facts emerge from gathered data.

2.6.1. Work Competence on Job Satisfaction

Employees with high competence are more able to work effectively, gain recognition, and obtain career development opportunities, thereby increasing job satisfaction. Research by Az-Sahra and Kusasih (2023); Ismail (2021); Nurjannah and Ahmadi (2024); as well as Peny et al. (2024) confirms this positive influence. This relationship is also observed internationally: nursing managers' competencies in staff support, resource management, and quality supervision have been shown to positively influence nurses' job satisfaction in Iranian healthcare settings (Mirzaei et al., 2024), and among Generation Z Korean nurses, competence mediates the relationship between workforce agility and job satisfaction (Noh et al., 2025).

H1: Work competence has a positive effect on the job satisfaction of employees within the Secretariat General of DPR RI.

2.6.2. Work Conflict on Job Satisfaction

Dysfunctional conflict causes emotional tension, hinders communication, and reduces work comfort, thereby decreasing job satisfaction. Research by Nurjannah and Ahmadi (2024) confirms this negative influence. International evidence is more varied: interpersonal conflict has been found to negatively affect job satisfaction among faculty and scientists in Malaysia (Ghasemy et al., 2021), whereas role conflict showed no significant effect on job satisfaction among Malaysian government employees (Pauzi et al., 2021), and work-family conflict affected satisfaction only indirectly through stress and burnout among Thai university lecturers (Kim et al., 2025).

H2: Work conflict has a negative effect on the job satisfaction of employees within the Secretariat General of DPR RI.

2.6.3. Work Competence on Employee Performance

Competence that matches job demands enables employees to complete tasks with good quality and on time. Research by Fauzi (2023); Ismail (2021); Mandasari et al. (2022); Peny et al. (2024); as well as Rosmaini and Tanjung (2019) confirms this positive influence. Comparable direct effects have been documented internationally: clinical competence positively affects nurses' job performance in Iranian hospitals (Mehralian et al., 2025), and among Indonesian local-government employees, higher competence in skills and behavior directly produces higher performance (Suharyono et al., 2021).

H3: Work competence has a positive effect on the performance of employees within the Secretariat General of DPR RI.

2.6.4. Work Conflict on Employee Performance

Unresolved conflict drains employees' time and energy, thereby decreasing work productivity and effectiveness. Research by Mandasari et al. (2022) confirms this negative influence. However, international findings on this relationship are mixed: among Iranian critical care nurses, job conflict showed a significant negative correlation with cultural competence, which in turn impairs care quality and performance (Soleimani & Yarahmadi, 2023), while role conflict did not significantly influence job satisfaction among Malaysian government employees, contrasting with earlier literature suggesting a negative association (Pauzi et al., 2021).

H4: Work conflict has a negative effect on the performance of employees within the Secretariat General of DPR RI.

2.6.5. Job Satisfaction on Employee Performance

Employees who are satisfied with their work tend to be more disciplined, responsible, and highly proactive, thereby improving performance. Research by Fauzi (2023); Irfad et al. (2021); Ismail (2021); as well as Peny et al. (2024) confirms this positive influence. This relationship holds broadly across international public-sector and healthcare contexts: job satisfaction exerts the largest influence on nurse performance among Indonesian hospital staff (P. O. H. L. Simanjuntak et al., 2021), and a meta-analytic average correlation of $r = .3$ between job satisfaction and organizational performance has been reported (Hemsworth et al., 2026).

H5: Job satisfaction has a positive effect on the performance of employees within the Secretariat General of DPR RI.

2.6.6. Work Competence on Employee Performance through Job Satisfaction

High competence increases job satisfaction through a sense of confidence and organizational recognition, which subsequently drives employees to work with more discipline and results orientation. Research by Peny et al. (2024) and Ismail (2021) confirms this mediating role. Similar mediating pathways appear internationally: emotional intelligence improves job performance both directly and indirectly through clinical competence among Iranian nurses (Mehralian et al., 2025), and professional autonomy affects job performance through job satisfaction and organizational commitment among Iranian ICU nurses (Judi et al., 2025).

H6: Job satisfaction can mediate the positive influence of work competence on the performance of employees within the Secretariat General of DPR RI.

2.6.7. Work Conflict on Employee Performance through Job Satisfaction

Dysfunctional conflict decreases job satisfaction through psychological pressure and coordination barriers, which subsequently decreases employee performance. Research by Irfad et al. (2021) confirms this mediating role. In US county-level government institutions,

job satisfaction's effect on organizational performance has been found to be fully mediated by organizational commitment and citizenship behavior rather than acting directly (Hemsworth et al., 2026), suggesting that the pathway linking workplace conditions such as conflict to performance through satisfaction may itself operate through further intervening mechanisms. **H7:** Job satisfaction can mediate the negative influence of work conflict on the performance of employees within the Secretariat General of DPR RI.

2.6.8. Conceptual Framework

According to Creswell and Creswell (2022), a conceptual framework is a conceptual structure that connects theory, concepts, and research variables to explain relationships that are tested empirically. Sugiyono (2022) adds that a conceptual framework is a conceptual model of how theory relates to various factors identified as important issues.

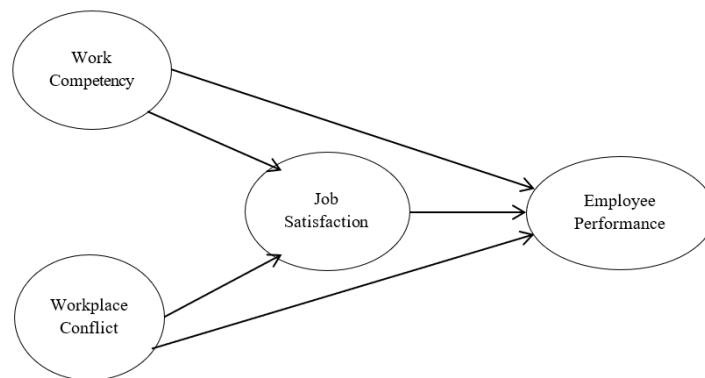


Figure 1. Conceptual Framework

Source: Data processed (2026)

Figure 1 depicts the hypothesized relationships among the four research variables. Work competence (X1) and work conflict (X2) are positioned as exogenous variables with direct paths to job satisfaction (Z), corresponding to H1 and H2. Job satisfaction (Z) is positioned as the mediating variable, with a direct path to employee performance (Y), corresponding to H5. Work competence (X1) and work conflict (X2) are also modeled with direct paths to employee performance (Y), corresponding to H3 and H4. In addition, two indirect paths are specified, from work competence (X1) through job satisfaction (Z) to employee performance (Y), and from work conflict (X2) through job satisfaction (Z) to employee performance (Y), corresponding to H6 and H7, respectively. This structure positions job satisfaction as the central mediating mechanism through which both work competence and work conflict are theorized to influence employee performance.

3. Methods

3.1. Research Approach and Type

This study uses a quantitative approach, namely an approach that tests theory through the measurement of variables using research instruments, after which data are statistically analyzed to test hypotheses (Creswell & Creswell, 2022; Sugiyono, 2022). This study employs a cross-sectional survey design, in which data on work competence, work conflict, job satisfaction, and employee performance were collected from respondents at a single point in time using one questionnaire. The research adopts an explanatory design, given its objective of examining and describing the associations between work competence and work conflict on the one hand and employee performance on the other, with attention to both direct

relationships and the mediating role of job satisfaction, consistent with the theoretical framework and hypotheses developed (Creswell & Creswell, 2022). Because the data are cross-sectional and observational rather than longitudinal or experimental, the design does not establish temporal ordering among the variables and cannot rule out reverse causality, reciprocal relationships, omitted variable explanations, or common method bias. Accordingly, the path relationships estimated through SEM-PLS in this study are interpreted as statistical associations consistent with the hypothesized model, rather than as confirmed causal effects.

3.2. Operationalization of Variables

This study uses four variables consisting of two independent variables, namely work competence (X1) and work conflict (X2), one mediating variable, namely job satisfaction (Z), and one dependent variable, namely employee performance (Y) (Creswell & Creswell, 2022; Sugiyono, 2022). Measurement of every variable relied upon a five-point Likert scale, where a score of 1 denoted Strongly Disagree and a score of 5 indicated Strongly Agree. The choice of this scale derived from its ability to systematically gauge the degree of respondent concurrence with each indicator, facilitating quantitative data treatment.

3.3. Data Source, Location, and Time of Research

This study uses primary data (Creswell & Creswell, 2022; Sugiyono, 2022), obtained through the distribution of questionnaires to employees within the Secretariat General of DPR RI as research respondents. This study was conducted at the Secretariat General of the Indonesian House of Representatives (Secretariat General of DPR RI). This location was chosen because the Secretariat General of DPR RI is a supporting element of the DPR RI institutional administration system that has a strategic role in providing technical, administrative, and expert support to the DPR RI, and has a number of employees and organizational characteristics relevant to the research variables. Instrument preparation, testing for validity and reliability, data collection, SEM-PLS analysis and processing, and research report writing constituted the sequential stages of this investigation, which spanned January to July 2026.

3.4. Population and Sample Research

The target population encompasses every employee serving within the DPR RI. According to 2023 personnel data, this population numbers 1,305. Sample size calculation proceeded via the Slovin formula, employing a 5% error threshold.

$$\text{Slovin Formula: } n = \frac{N}{1 + N(e)^2}$$

Where:

- n = Sample size
- N = Population size
- e = Error tolerance (5%)

The sample size calculation is as follows:

$$n = \frac{1305}{1 + 1305(0,05)^2} \quad n = \frac{1305}{1 + 1305(0,0025)} \quad n = \frac{1305}{4,2625} \quad n = 306.15$$

Based on this calculation, the sample size used in this study is 306 respondents.

3.5. Data Collection Method

Data acquisition involved distributing questionnaires to 306 employees within the DPR RI Secretariat General, with items formulated on the basis of variable indicators for work competence, work conflict, job satisfaction, and performance. Responses were captured using

a five-point Likert format, where 1 indicated Strongly Disagree, 2 Disagree, 3 Neutral, 4 Agree, and 5 Strongly Agree. The data thus obtained were subjected to SEM-PLS analysis.

3.6. Data Analysis Method

SEM-PLS, implemented via SmartPLS 4, serves as the analytical technique for hypothesis testing and data examination in this study. The method's suitability stems from its capacity to accommodate various measurement scales, its relaxed assumption structure, and its effectiveness in models that feature mediating constructs.

4. Results and Discussion

4.1. Research Results

4.1.1. Respondent Characteristics

Table 2. Respondent Characteristics

Respondent Characteristics		Number of Respondents	Percentage
Gender	Male	166	54.2%
	Female	140	45.8%
Age	≤ 30 years old	38	12.4%
	31 - 40 years old	92	30.1%
	41 - 50 years old	108	35.3%
	≥ 50 years old	68	22.2%
Education	High School/Equivalent	34	11.1%
	Diploma (D3)	42	13.7%
	Bachelor's Degree (S1)	168	54.9%
	Master's Degree (S2)	58	19.0%
Length of Service	Doctorate (S3)	4	1.3%
	< 5 years	28	9.2%
	5 - 10 years	66	21.6%
	11 - 20 years	124	40.5%
	> 20 years	88	28.8%

Source: Research questionnaire, processed (2026)

The majority of respondents in this study are male (54.2%), aged 41-50 years (35.3%), hold a Bachelor's Degree (S1) (54.9%), and have a length of service of 11-20 years (40.5%). These characteristics indicate that most respondents are of productive age, have a good level of education, and have sufficient work experience, so they are able to provide relevant assessments of work competence, work conflict, job satisfaction, and employee performance.

4.1.2. Goodness of Fit Outer Model

Convergent validity, discriminant validity, and reliability examinations comprised the outer model goodness of fit testing. The evaluation was conducted with the full sample of 306 DPR RI employees.

A. Validity Test

Convergent validity assessment constituted the initial step in outer model evaluation. This procedure serves to establish the validity of each indicator's relationship with its corresponding construct or latent variable, confirming that a given set of indicators collectively represents and underlies that latent variable. Presented below are the discriminant validity test results for all variables derived from the collected data.

Table 3. Discriminant Validity Test Results

Variable	Work Competence	Work Conflict	Job Satisfaction	Employee Performance
Work Competence	0.907			
Work Conflict	-0.087	0.908		
Job Satisfaction	0.674	0.521	0.827	
Employee Performance	0.596	0.574	0.813	0.846

Source: SmartPLS 4, processed (2026)

Table 3 reveals that the AVE root values located on the principal diagonal surpass the inter-construct correlations found beneath that diagonal. Accordingly, the analysis may advance to the next phase of evaluation.

B. Reliability Test

Consistency of results across repeated measurements defines the reliability of an instrument. The purpose of the reliability test is to evaluate the measurement tool's consistency, that is, its ability to generate similar findings when the same object is measured more than once. Reliability testing was conducted on the statement items used, using the Cronbach's alpha and composite reliability methods as follows:

Table 4. Reliability Test Results

No.	Variable	Cronbach's Alpha	Composite Reliability	Remark
1.	Work Competence (X1)	0.986	0.987	Reliable
2.	Work Conflict (X2)	0.981	0.982	Reliable
3.	Job Satisfaction (Z)	0.967	0.970	Reliable
4.	Employee Performance (Y)	0.960	0.965	Reliable

Source: SmartPLS 4, processed (2026)

As shown in Table 4, both Cronbach's alpha and composite reliability for every variable surpass the 0.7 threshold. This confirms that all measurement instruments meet reliability standards. With validity and reliability established, the study proceeded to goodness of fit testing for the inner model.

4.1.3. Goodness of Fit Inner Model

The inner model goodness of fit serves to assess the structural linkages between latent variables as posited by the theoretical framework. Through the coefficient of determination, this evaluation examines the directional relationships among constructs and their mutual influences within the model.

Table 5. Coefficient of Determination Test Results

No.	Variable	R Square Adjusted	Remark
1.	X1 and X2 on Z	0.791	Substantial
2.	X1, X2, and Z on Y	0.800	Substantial

Source: SmartPLS 4, processed (2026)

To assess the explanatory power of the model, the coefficient of determination was employed. Two adjusted R square values appear in Table 5. At 0.823, the first adjusted R square reveals that job satisfaction receives 79.1% of its variance from work competence and work conflict, with the residual variance explained by other variables not included in the model. Since this value lies above 0.75, the influence is considered substantial. The second

adjusted R square, at 0.800, demonstrates that work competence, work conflict, and job satisfaction account for 80% of the variance in employee performance, leaving the remainder to other factors. This value, likewise exceeding 0.75, also indicates a substantial effect.

4.1.4. Hypothesis Testing

This study uses many exogenous latent variables, a large sample size, and several variables with indicators that are interval in nature. This study uses a sample of 306 respondents. Therefore, this study uses the PLS-SEM method with the assistance of SmartPLS 4 software.

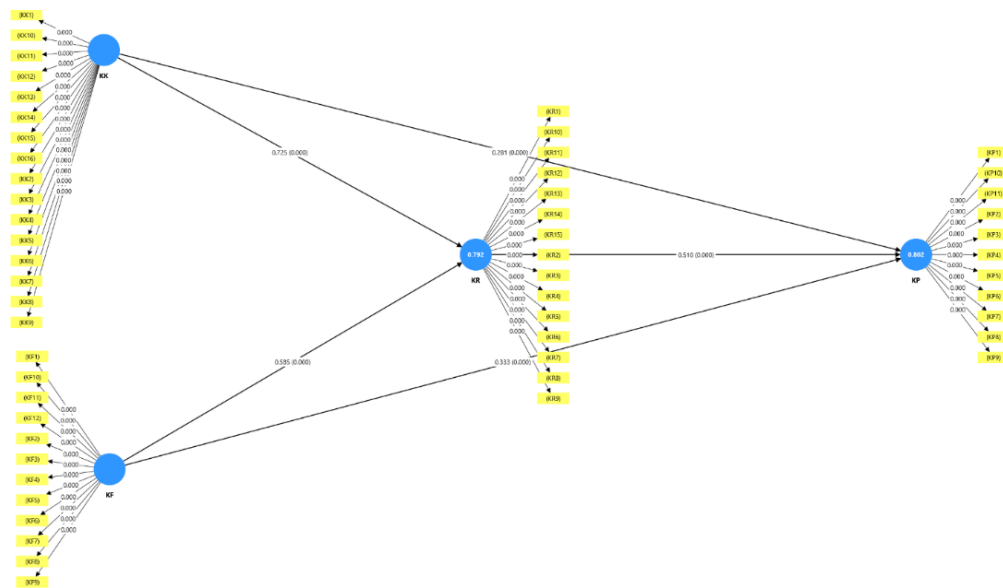


Figure 2. Mediation Analysis Model Diagram Results

Source: SmartPLS 4, processed (2026)

Table 6. Hypothesis Testing Results

No.	Relationship Between Variables	Path Coefficient	P-Value	Remark
1.	KK -> KR	0.725	0.000	Positive Significant (H1 supported)
2.	KF -> KR	0.585	0.000	Significant, opposite of predicted direction (H2 not supported)
3.	KK -> KR	0.281	0.000	Positive Significant (H3 supported)
4.	KF -> KP	0.333	0.000	Significant, opposite of predicted direction (H4 not supported)
5.	KR -> KP	0.510	0.000	Positive Significant (H5 supported)
6.	KK -> KR -> KP	0.370	0.000	Positive Significant (Mediating) (H6 supported)
7.	KF -> KR -> KP	0.298	0.000	Significant, opposite of predicted direction (Mediating) (H7 not supported)

Source: SmartPLS 4, processed (2026)

Hypothesis testing results, as displayed in Table 6, reveal the following direct effects. Work competence shows a path coefficient of 0.725 ($p = 0.000$) on job satisfaction, a significant positive relationship consistent with H1. Work conflict shows a path coefficient of

0.585 ($p = 0.000$) on job satisfaction, a significant relationship, but positive rather than the negative direction predicted by H2, so H2 is not supported in its predicted direction. Work competence shows a path coefficient of 0.281 ($p = 0.000$) on employee performance, a significant positive relationship consistent with H3. Work conflict shows a path coefficient of 0.333 ($p = 0.000$) on employee performance, a significant relationship, but again positive rather than the negative direction predicted by H4, so H4 is not supported in its predicted direction. Job satisfaction shows a path coefficient of 0.510 ($p = 0.000$) on employee performance, a significant positive relationship consistent with H5.

The indirect effect results reveal that job satisfaction mediates both paths examined. For work competence, the indirect coefficient on employee performance via job satisfaction is 0.370 with a p -value of 0.000, demonstrating that higher competence yields greater satisfaction, which subsequently enhances performance, and that lower competence produces the opposite effect. This mediation is statistically significant, consistent with the predicted direction of H6. For work conflict, the indirect coefficient through job satisfaction is likewise significant with a p -value of 0.000, indicating that increased conflict is associated with increased satisfaction and thereby increased performance through this pathway. H7 predicted a negative mediated effect; the observed indirect effect is significant but in the opposite direction, so H7 is not supported in its predicted direction, though the mediating role of job satisfaction in this pathway remains statistically established.

4.2. Discussion

4.2.1. Work Competence Has a Positive Effect on Employee Job Satisfaction (H1)

Hypothesis H1 receives confirmation from the test results, which show a path coefficient of 0.725 and a p -value of 0.000, indicating a positive and significant relationship between work competence and job satisfaction. Consistent findings emerge from the studies of Az-Sahra and Kusasih (2023), Ismail (2021), Nurjannah and Ahmadi (2024), as well as Peny et al. (2024), all of which identified a significant positive effect. This suggests that employee satisfaction increases in proportion to the level of competence, encompassing knowledge, skills, abilities, and work-related attitudes. Competent employees tend to be more able to complete tasks effectively, face work challenges with confidence, and receive recognition for their contributions, thereby creating a positive work experience.

Social Exchange Theory (Blau, 1964) provides a framework for understanding this finding, as it views work competence as the product of organizational investment through hiring practices, training programs, and professional development initiatives. When the organization facilitates competence development, employees perceive it as a form of support and reciprocate with higher job satisfaction as a manifestation of a positive social exchange relationship. This finding is also supported by Herzberg's Two Factor Theory, because work competence is closely related to motivator factors such as achievement, recognition, responsibility, and career development opportunities, factors that are the main drivers of job satisfaction.

In the context of the Secretariat General of DPR RI, employee competence becomes important capital in supporting administrative, service, and expert support functions for the implementation of the legislative, budgeting, and oversight functions of the DPR RI. Employees who are able to work professionally will more easily experience success and recognition for their contributions, thereby strengthening job satisfaction overall.

4.2.2. Work Conflict Has a Positive Effect on Employee Job Satisfaction (H2)

A significant effect of work conflict on job satisfaction emerges from the test results, reflected in a coefficient of 0.585 and a p-value of 0.000. This effect is positive, whereas H2 predicted a negative effect; a statistically significant coefficient in the opposite direction does not support a directional hypothesis, and H2 is therefore reported as not supported in its predicted direction. Previous research by Az-Sahra and Kusasih (2023) as well as Irfad et al. (2021) supports this finding, as they also observed a significant positive relationship. This suggests that conflict in the DPR RI Secretariat General environment is predominantly functional, serving to stimulate open dialogue, facilitate the sharing of perspectives, enhance coordination, and promote constructive resolution of issues. Under these conditions, conflict may not be experienced as an obstacle, but rather as a means of clarifying roles and improving work processes, which could explain the observed increase in job satisfaction; this explanation was not specified a priori and should be treated as exploratory rather than confirmatory.

Consistent with Social Exchange Theory, the finding demonstrates that conflict resolution practices allowing employee participation, expression of opinions, and involvement in decisions produce favorable social exchange and reinforce feelings of being valued. Herzberg's Two Factor Theory likewise offers support for this outcome, because conflict that is managed constructively can strengthen motivator factors (achievement, recognition, responsibility) while also improving hygiene factors (relationships among employees, communication, working conditions).

4.2.3. Work Competence Has a Positive Effect on Employee Performance (H3)

Hypothesis H3 is supported, as the test results yield a path coefficient of 0.281 with a p-value of 0.000, indicating a positive and significant effect of work competence on employee performance. This outcome confirms previous research by Fauzi (2023), Ismail (2021), Mandasari et al. (2022), Peny et al. (2024), as well as Rosmaini and Tanjung (2019), all of whom reported similar positive and significant effects. The implication is that competence, encompassing knowledge, skills, and abilities, equips employees to perform tasks efficiently, meet work standards, and adapt to workplace changes, thereby contributing to enhanced performance.

In line with Social Exchange Theory, the opportunity for competence development provided by the organization, through training, education, and coaching, is viewed by employees as a form of support that is then reciprocated with an increase in the quality, quantity, and productivity of work. This result is also supported by Herzberg's Two Factor Theory: competence enables employees to achieve higher accomplishment, which increases confidence, recognition, and intrinsic motivation to perform optimally.

4.2.4. Work Conflict Has a Positive Effect on Employee Performance (H4)

Work conflict demonstrates a significant effect on employee performance, as indicated by a path coefficient of 0.333 and a p-value of 0.000. This effect is positive, whereas H4 predicted a negative effect; as with H2, a statistically significant coefficient in the opposite direction does not support the directional hypothesis, and H4 is therefore reported as not supported in its predicted direction. This outcome aligns with previous studies by Hamdi et al. (2026) and Irfad et al. (2021), which also found a significant positive relationship. This finding indicates that the conflict occurring tends to be functional in nature, encouraging the emergence of new ideas, improving the decision-making process, and producing more effective solutions, thereby becoming a mechanism that drives employees to work more creatively, adaptively, and productively, rather than becoming an obstacle to performance.

In line with Social Exchange Theory, the space given by the organization for employees to express opinions and resolve conflict fairly and constructively builds a reciprocal relationship that drives employees to increase their commitment and work contribution. This result is also supported by Herzberg's Two Factor Theory, because constructive conflict gives employees the opportunity to demonstrate ability and achieve accomplishment (motivator factor), while also improving work relationships and communication among employees (hygiene factor).

4.2.5. Job Satisfaction Has a Positive Effect on Employee Performance (H5)

A positive and significant effect of job satisfaction on employee performance is established by a path coefficient of 0.510 with a p-value of 0.000, leading to acceptance of H5. Consistent findings appear in the studies of Fauzi (2023), Irfad et al. (2021), Ismail (2021), and Peny et al. (2024). Employees who experience job satisfaction generally exhibit greater motivation, deeper commitment, and perform their duties with increased effectiveness, efficiency, and accountability, resulting in enhanced quality, quantity, and timeliness of work deliverables.

In line with Social Exchange Theory, when the organization fulfills employee expectations through a conducive work environment and fair rewards, employees reciprocate with more productive work behavior. This result finds further support in Herzberg's Two Factor Theory, which holds that intrinsic motivation increases when motivator factors like achievement, recognition, and responsibility are fulfilled, and that optimal performance is facilitated when hygiene factors, including interpersonal relations, supervision, and workplace conditions, are adequately addressed. Beyond these organizational and psychological mechanisms, the accountability and trust that satisfied employees bring to their duties also point toward a values dimension of performance, one in which gratitude toward one's work and the faithful discharge of professional trust are understood not merely as behavioral outcomes but as part of the broader spiritual foundation of work.

4.2.6. Job Satisfaction Mediates the Influence of Work Competence on Employee Performance (H6)

Hypothesis H6 receives support from the test results, which show an indirect coefficient of 0.370 and a p-value of 0.000, confirming that job satisfaction serves as a significant mediator in the effect of work competence on employee performance. Consistent with the research of Ismail (2021) and Peny et al. (2024), this finding suggests that competence affects performance through two channels: a direct effect and an indirect effect mediated by an initial elevation in job satisfaction. Competent employees experience success and recognition for their work results, thereby fostering job satisfaction that ultimately drives improved performance. In other words, job satisfaction functions as a psychological mechanism that explains how competence is translated into higher performance; high competence does not necessarily produce optimal performance if it is not accompanied by job satisfaction.

This finding is consistent with Social Exchange Theory: organizational investment in competence development (education, training, mentoring) creates a perception of support that increases job satisfaction, and as a form of reciprocity, employees provide greater contributions in the form of improved quality, productivity, and responsibility. This result is also in line with Herzberg's Two Factor Theory, because competence enables employees to achieve accomplishments that trigger greater recognition and responsibility (motivator factor), which subsequently strengthens intrinsic motivation to perform optimally.

4.2.7. Job Satisfaction Mediates the Influence of Work Conflict on Employee Performance (H7)

A significant mediating role for job satisfaction in the relationship between work conflict and employee performance is established by a significant indirect coefficient. However, H7 predicted a negative mediated effect, and the observed indirect effect is positive; H7 is therefore reported as not supported in its predicted direction, even though the mediating pathway itself is statistically significant. This outcome aligns with the findings reported by Irfad et al. (2021). This finding shows that work conflict does not automatically increase performance, but first creates job satisfaction through an effective conflict management process. Conflict that is functional in nature, encouraging the exchange of ideas and the improvement of work processes, provides a positive work experience for employees: they feel heard, valued, and involved in decision-making, so that job satisfaction increases and ultimately drives higher performance.

In line with Social Exchange Theory, resolving conflict openly and fairly shows that the organization values the voice of its employees, thereby building a positive social exchange relationship and encouraging employees to reciprocate with improved work quality and commitment. This result is also in line with Herzberg's Two Factor Theory: constructive conflict resolution strengthens motivator factors (achievement, recognition, responsibility) while also improving hygiene factors (relationships among employees, communication, work coordination), which together increase job satisfaction and drive optimal employee performance.

5. Conclusion

According to the research results, job satisfaction mediates the effects of work competence and work conflict on employee performance, while both competence and conflict also directly affect performance and satisfaction. From a monotheistic perspective, this demonstrates that success within an organization is shaped by spiritual values underlying work behavior, in addition to the technical proficiencies of its employees. Continuously developed competence, the ability to resolve conflict through deliberation, gratitude toward one's work, and the professional discharge of trust constitute a unified whole that will produce quality performance. Thus, human resource management grounded in tauhid values is not only oriented toward the achievement of organizational targets, but also toward the realization of shared benefit and accountability to Allah SWT.

The overall results demonstrate that employee performance is shaped by both work competence and work conflict, with these factors operating through direct pathways as well as indirectly via job satisfaction. Given the confirmed mediating role of satisfaction, the Secretariat General of DPR RI can more effectively improve performance by pursuing ongoing competence development among staff and by addressing work conflict in a constructive manner that promotes high levels of job satisfaction.

The study's results and discussion permit the following conclusions regarding the influence of work competence and work conflict on employee performance, mediated by job satisfaction, within the Secretariat General of DPR RI. Work competence and work conflict each positively and significantly affect both job satisfaction and employee performance. Greater competence enables timely and effective task execution, whereas the conflict present appears largely functional, stimulating open dialogue, process improvement, and enhanced output. Job satisfaction exerts a positive and significant impact on performance while also significantly mediating the effects of competence and conflict, confirming that these variables

influence performance both directly and indirectly through satisfaction as an intervening psychological mechanism.

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