

## Analysis of the Influence of Competency on Job Satisfaction of Employees of the Public Works and Regional Spatial Planning Office of South Tapanuli Regency

Kartini Ritonga<sup>1</sup>, Aswin Ritonga<sup>2</sup>, Lely Erliani Batubara<sup>3</sup>, Frenci Lumbantobing<sup>4</sup>, Zulhaida Harahap<sup>5</sup>, T.A Helmi<sup>6\*</sup>  
Fakultas Ekonomi Universitas Islam Sumatera Utara

**Corresponding Author:** T.A Helmi [t.ahmadhelmi@gmail.com](mailto:t.ahmadhelmi@gmail.com)

---

### ARTICLE INFO

*Keywords:* Competence, Job Satisfaction, Employees

*Received :* 09, February

*Revised :* 13, March

*Accepted:* 28, April

©2026 Ritonga, Ritonga, Batubara, Lumbantobing, Harahap, Helmi : 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 research seeks to examine the effect of competence on job satisfaction among employees at the Public Works and Regional Spatial Planning Office of South Tapanuli Regency. A quantitative method with an explanatory research design was employed. The population comprised 121 employees, and a sample of 56 individuals was selected using the Slovin formula. Data were analyzed through Partial Least Square (PLS). The findings revealed that competence positively and significantly influenced employee job satisfaction, as indicated by a path coefficient of 0.451, a T-statistic of 4.159 (exceeding 1.96), and a P-value of 0.000 (below 0.05). Competence explained 39.1% of the variance in employee job satisfaction. In conclusion, enhancing employee competence will lead to increased job satisfaction.

---

## **INTRODUCTION**

The Indonesian nation is a large nation with a strong commitment to continue to build in various sectors of life. The development that has taken place to date is not only focused on physical development, but also includes non-physical development in the form of improving the quality of human resources. In the increasingly fierce global competition, the world of work urgently needs individuals who are able to think forward, be intelligent, innovative, and have high enthusiasm in facing the times. Not only that, the role of human resources as the most important asset in an institution or organization is a top priority, especially in the mature managerial aspect of organizational management. Various organizations, both government and private agencies, continue to strive to increase the satisfaction of all elements in their respective organizations with the aim of achieving organizational survival in the midst of increasingly complex competition (Annisak et al., 2025).

In the context of local government, the successful implementation of activities at the Public Works and Regional Spatial Planning Office of South Tapanuli Regency is an inseparable part of the overall development process directed at realizing a just, prosperous, prosperous, independent, and dignified society. This success will not be possible without the support of employees who have the capacity and capabilities in their respective fields of duty, and are able to work transparently, professionally, and accountably. This office has the task of assisting the Regent in carrying out government affairs in the field of public works and spatial planning, as well as organizing the construction and maintenance of public infrastructure such as roads, bridges, irrigation, and other facilities that are very vital for the welfare of the community (Cahya, 2018).

Given the importance of the role of employees in achieving organizational performance, it is necessary to study in depth the factors that can affect the internal condition of employees, one of which is job satisfaction. Job satisfaction is a fundamental factor that determines the extent to which employees can make optimal contributions to the organization. Humans basically always try to meet their life needs through work, and a person will contribute his energy and thoughts optimally to the organization where he works if he feels satisfaction in carrying out his work. Job satisfaction is one of the aspects that needs serious attention because it can improve the performance of the organization as a whole (Lie, 2018).

One of the factors that is suspected to have a significant influence on employee job satisfaction is competence. Competency is defined as the characteristics that underpin an individual to achieve better performance, as well as work-related knowledge, skills, and abilities. Employees who have competencies that match the demands of their job will feel more capable, confident, and successful in carrying out their duties, which in turn will have a positive impact on their job satisfaction. Conversely, if competencies don't match job needs, employees may feel frustrated and dissatisfied (Sedarmayanti, 2018).

The Public Works and Regional Spatial Planning Office of South Tapanuli Regency as a technical agency that handles public infrastructure development needs employees with adequate competence. Strong technical competence, a

good understanding of job characteristics, and the ability to carry out tasks are important prerequisites for employees to be able to carry out their responsibilities well. When employees feel they have adequate competence, they tend to feel more satisfied because they are able to complete work according to the expectations and standards set. The compatibility between the competencies possessed and the demands of the job creates a sense of meaning at work.

To uncover the phenomenon of employee job satisfaction, researchers conducted a pre-survey with interviews and the distribution of questionnaires to 20 employees at the Public Works and Regional Spatial Planning Office of South Tapanuli Regency. The results of the pre-survey questionnaire showed that there were still problems related to job satisfaction, including some employees who stated that they were not satisfied with job promotions, relationships with colleagues, and support from superiors. These findings indicate that employee job satisfaction in the agency still needs serious attention by paying attention to the factors that cause it, including employee competence.

Relevant previous research has shown mixed results regarding the effect of competence on job satisfaction. (Rudlia, 2016) In his research, he explained that competence has a significant effect on employee job satisfaction. Similar results were also found by (Rosmaini & Tanjung, 2019) which states that competence has a positive and significant effect on job satisfaction. Meanwhile, another study conducted by (Kharisma, 2021) shows that competence has a negative and insignificant effect on job satisfaction. The difference in research results is an important reason for researchers to empirically re-examine the influence of competence on employee job satisfaction at the Public Works and Regional Spatial Planning Office of South Tapanuli Regency.

High competence allows an employee to carry out his duties better and efficiently. Employees who have competencies that are appropriate to their job will feel more confident and successful in carrying out their duties, which ultimately has a positive impact on job satisfaction. When employees feel they have adequate competencies for their jobs, they will feel more capable and successful, which in turn increases their job satisfaction. Conversely, if competencies are not suitable, employees can feel frustrated and dissatisfied. Thus, competence is a crucial factor that needs to be managed properly by the organization.

Theoretically, competence has a close relationship with job satisfaction through several mechanisms. First, competent employees tend to get work done more easily, reducing stress and work pressure. Second, good competence allows employees to gain recognition and appreciation from their superiors and colleagues. Third, competent employees have a greater chance of getting promotions and career development. Fourth, competence that is in accordance with the job creates a sense of meaning and pride at work. Fifth, competent employees are more adaptable to changes and dynamic job demands.

In the context of the Public Works and Regional Spatial Planning Office of South Tapanuli Regency, the competence of employees is increasingly important considering the duties and functions of agencies that are directly related to the development of public infrastructure that have a wide impact on the community.

Employees are required not only to have theoretical knowledge, but also technical skills and a professional attitude in carrying out their duties. The competencies that employees possess will affect the extent to which they can meet the expectations of the organization and society, which will ultimately be reflected in their job satisfaction levels.

Based on the explanation above, it can be inferred that employee job satisfaction represents a crucial variable requiring further in-depth investigation, particularly in relation to competency factors. A thorough understanding of how competencies influence job satisfaction can provide valuable insights for human resource management within government institutions. Consequently, the researcher is motivated to conduct a study focused on analyzing the effect of competency on job satisfaction among employees at the Public Works and Regional Spatial Planning Office of South Tapanuli Regency.

## **THEORETICAL REVIEW**

### ***Definition of Competence***

Competence represents a core concept within human resource management, playing an essential role in shaping the success of both individuals and organizations. The understanding of competencies has grown increasingly widespread among HR practitioners, reinforcing the critical role of human resource management in achieving organizational success. Currently, competence has become an integral part of development management language, with job standards or competency frameworks having been established for most positions to serve as the foundation for determining training requirements and skill qualifications (Sedarmayanti, 2018).

(Sedarmayanti & Haryanto, 2017) Define competencies as a basic description of the knowledge and performance standards required to successfully complete a job or hold a position. This definition emphasizes that competence is not only concerned with what a person knows, but also how that knowledge is applied in the context of real work. The methods used to identify competencies to support abilities are concentrated on behavioral outcomes, so that competencies can be observed and measured through the performance displayed by individuals in carrying out their duties.

Different but complementary opinions were put forward by (Dessler, 2013), which defines competence as an individual's fundamental characteristic that is causally related to effectiveness or excellent performance. This definition emphasizes that competence is something inherent in the individual and distinguishes between those who perform high and those who perform ordinarily. These fundamental characteristics include motives, traits, self-concepts, knowledge, and skills that are consistently demonstrated by individuals in various work situations.

(Nursalim & Anshori, 2024) Provide a more integrative perspective by stating that competence is the performance of integrative routine tasks, which combines resources (abilities, knowledge, assets and processes, both visible and invisible) that result in a higher and more competitive position. This view

emphasizes that competence does not stand alone, but rather is a combination of various resources that individuals have and are optimally utilized to achieve a competitive advantage, both for the individual himself or for the organization in which he or she works.

The various definitions proposed by experts indicate that competence is multidimensional and context-dependent. As a result, competence can be understood as an individual's ability to fulfill the demands of their current or prospective role. Therefore, competence pertains not only to immediate job performance but also serves as a predictor of future performance, given that it represents a lasting characteristic that generally does not diminish over time. This enduring quality makes competence a valuable asset that requires ongoing development and preservation (Sedarmayanti, 2018).

(Putri, 2020) It further explains that competence comprises five fundamental types of characteristics: motives (what a person consistently thinks about or desires, leading to action), traits (physical attributes and consistent responses to situations and information), self-concepts (a person's attitudes, values, and self-image), knowledge (information a person possesses in a particular domain), and skills (the ability to perform physical and mental tasks with certainty). Together, these five components form an integrated unit that defines an individual's level of competence in fulfilling their organizational role.

The distinction between hard competence and soft competence is also important to understand in the context of human resource management. Hard competence refers to performance expectations and standards and outcomes that must be achieved by people who perform a particular role, which focuses more on effect than effort. While soft competence refers to the personal characteristics that a person brings in carrying out his or her work role in aspects such as teamwork, achievement orientation, leadership, and strategic perspective (Sedarmayanti, 2018).

(Judge & Robbins, 2013) Distinguishes competencies into three types, namely core competencies, generic competencies, and specific competencies. Core competencies are the things that an organization and the people in it must do in order to succeed, which are the result of collective learning within the organization. These core competencies involve many people from many levels and functions within the organization. Generic competencies are competencies that apply to a specific category of employee, such as managers, team leaders, or technical specialists. Whereas specific competencies are competencies that relate to specific or specific tasks for individuals or a small group of role holders that are not covered by the generic competency profile.

### ***Definition of Job Satisfaction***

Job satisfaction is an important concept in organizational behavior that reflects a person's emotional attitude towards their work. Humans basically always try to meet their life needs in various ways, including through work. A person will contribute his energy and thoughts optimally to the organization where he works, if he feels that his work provides satisfaction in accordance with his expectations. Job satisfaction is one of the aspects that needs serious attention

because it will increase the overall work productivity of the organization (Victoria & Edalmen, 2024).

(Atmaja, 2022) Affirming that job satisfaction is the conformity between a person's expectations that arise and the rewards provided in work related to psychological and physiological elements. This definition emphasizes that job satisfaction is the result of an evaluation process carried out by individuals on the extent to which their work is able to meet their various needs, both psychological such as the need for self-recognition and actualization, and those that are physiological such as the need for a decent income.

(Aprilia et al., 2022) stating that what is meant by job satisfaction is the state in a person who feels satisfied, relieved, and happy because of the situation and conditions of work that can fulfill everything related to needs, desires, and expectations. This definition describes job satisfaction as a positive affective condition, in which individuals feel positive emotions such as happiness, calmness, and gratitude for their work. This condition arises when work is able to provide what is expected by the individual.

(Dessler, 2013) Provide a simpler perspective by stating that job satisfaction is the correspondence between the expectations that arise and the rewards provided in the work. Although simple, this definition contains the important meaning that job satisfaction is essentially subjective, depending on how the individual perceives the fit between what he expects from his job and what he actually earns from the job.

Equity theory is one of the important foundations in understanding job satisfaction. This theory is based on the principle that a person will feel satisfied or dissatisfied depending on the presence or absence of justice in a particular situation. The feeling of the existence or absence of justice is obtained by comparing oneself with others of the same level. If the comparison is considered unfair, then the person concerned will feel dissatisfied with his work. Justice theory also suggests that individuals do not care about the absolute amount of reward they receive for their efforts, but will also relate this amount to what others receive (Adams & Freedman, 1976).

### ***Competency Dimensions and Indicators***

To be able to measure competence comprehensively, it is necessary to understand the dimensions that make up these competencies. (Sedarmayanti, 2018) outlines six indicators that can be used to measure a person's competence. These indicators are interrelated and form a whole unit that reflects the level of individual competence in carrying out their role in the organization.

The first indicator is knowledge, which is awareness in the cognitive field. Knowledge includes an understanding of facts, concepts, procedures, and principles relevant to the job. An employee who has good knowledge will know how to identify, learn, and how to do good learning according to the needs that exist effectively and efficiently in the organization. Knowledge becomes the initial foundation that allows individuals to understand the demands of the job and develop further abilities (Sedarmayanti & Haryanto, 2017).

The second indicator is understanding, which includes the cognitive and affective depth that individuals have. Understanding is not only limited to knowing, but also understanding the meaning, implications, and applications of the knowledge that we have. For example, an employee in carrying out learning must have a good understanding of the characteristics and conditions of work effectively and efficiently. A deep understanding allows individuals to adapt knowledge to the concrete situation at hand (Sedarmayanti & Haryanto, 2017).

The third indicator is the ability or skill (skill), which is something that an individual has to carry out the task or work assigned to him. Skills can be technical skills related to the use of specific tools or procedures, as well as non-technical skills such as communication, negotiation, and problem-solving. The ability of employees to choose work methods that are considered more effective and efficient is a concrete example of this indicator.

The fourth indicator is value, which is a standard of behavior that has been believed and psychologically integrated in a person. Values such as honesty, openness, democracy, and integrity are the foundation for individuals to behave and make decisions in the workplace. Internalized values will guide the individual to act consistently with the principles he or she believes in, even when there is no supervision from the superiors. The fifth indicator is attitude, which is feelings (like-dislike, like-dislike) or reaction to a stimulus that comes from outside. Attitudes reflect an individual's tendency to respond positively or negatively to work situations. For example, a reaction to an economic crisis, a feeling about a salary increase, or a response to a change in organizational policy. A positive attitude towards work will encourage individuals to make their best contributions.

The sixth indicator refers to interest, defined as an individual's inclination to perform positive actions within the workplace. Interests capture a person's enthusiasm and attraction toward a specific job or activity. Human resources are able to endure and grow due to their managerial competence, which includes the capacity to develop an organizational vision and strategy, as well as the ability to obtain and manage other resources to achieve that vision and execute the organization's strategy.

### ***Theoretical Relationship between Competency and Job Satisfaction***

The relationship between competence and job satisfaction has a strong theoretical foundation in various perspectives of human resource management science. Fundamentally, high competence allows an employee to carry out his duties better and efficiently. Employees who have competencies that are in accordance with their job will feel more confident and successful in carrying out their duties. Success in carrying out these tasks then creates positive feelings that contribute to increased job satisfaction (Sedarmayanti, 2018).

Person-job fit theory explains that job satisfaction will increase when there is a match between individual characteristics, including their competencies, and job demands. When the competencies possessed by employees are in accordance with what is required by the job, employees will feel capable and successful in carrying out their duties. This feeling of being able and successful then creates

higher job satisfaction. Conversely, a mismatch between competencies and job demands will lead to frustration, stress, and job dissatisfaction (Hartini, n.d.).

Self-determination theory also provides an explanation of the relationship between competence and job satisfaction. This theory states that competence is one of the basic psychological needs of humans, in addition to autonomy and social connectedness. When an individual feels competent in his or her job, his or her basic psychological needs are met, which in turn improves psychological well-being and job satisfaction. Employees who feel competent will have higher intrinsic motivation and feel that work is meaningful (Ryan & Vansteenkiste, 2023).

## **METHODOLOGY**

### ***Location, Object, and Time of Research***

#### ***Research Location***

This research was carried out at the Public Works and Regional Spatial Planning Office of South Tapanuli Regency. This location was chosen because it is a government agency that has a strategic task in the development of regional infrastructure, so that the quality of human resources, especially competence and job satisfaction of employees, is an important factor in supporting the achievement of organizational goals. The address of this office is located on Jalan Dr. Fl. Tobing No. 18, Pandan District, Central Tapanuli Regency.

#### ***Research Object***

The object of this study is the variables studied, namely competence as an independent variable (independent) and job satisfaction as a dependent variable (bound). Competency is measured based on the knowledge, understanding, ability, values, attitudes, and interests of employees in carrying out their duties. Job satisfaction is measured through employees' perceptions of salary, promotions, coworkers, superiors, and the job itself.

#### ***Research Time***

This research will be carried out starting in September 2025 and is planned to be completed in December 2025. The research stages include initial research, proposal preparation, guidance, data collection, data processing, and final report preparation.

### ***Population and Sample***

#### ***Population***

According to (Sugiyono, 2017), population is a generalized area consisting of objects or subjects that have certain qualities and characteristics that are determined by the researcher to be studied and then drawn conclusions. The population in this study is all employees of the Public Works and Regional Spatial Planning Office of South Tapanuli Regency which totals 121 people, excluding heads of agencies and researchers. The population is spread across several fields, namely the Secretariat, the Highways Sector, the Creation and Spatial Planning Sector, and the Water Resources Sector.

### *Sample*

Given the large number of populations, it is necessary to draw samples that can represent the entire population. A sample is a part of a population that is selected in a certain way so that it is considered to be representative of its population (Sugiyono, 2013). In this study, the sample extraction technique used the *probability sampling* with a simple random approach, where every member of the population has an equal chance of being selected as a sample.

The number of samples is determined using the Slovin formula, which is formulated as follows:

$$n = \frac{N}{1 + N(e)^2}$$

Description:

n	= sample size
N	= population size (121 people)
e	= error level of 10% (0.10)

Based on this formula, the calculation is obtained:

$$n = \frac{121}{1 + 121 \times (0,1)^2} = \frac{121}{1 + 1,21} = \frac{121}{2,21} = 54,75$$

The results of the calculation were rounded to 56 people. Furthermore, to determine the number of samples in each field, a proportional allocation technique is used so that the samples taken reflect the composition of the population. Thus, the research sample amounted to 56 employees who were spread proportionally in each work unit.

### *Types of Research*

This type of research is *explanatory research* or explanatory research (Sari et al., 2022). Explanatory research aims to explain the cause-and-effect relationship between research variables, so that the results can answer the question of "why" and "how" a phenomenon occurs. In this study, an explanatory approach was used to test the influence of competence on employee job satisfaction. The researcher formulates a hypothesis based on relevant theories, then tests the hypothesis through empirical data collected from respondents.

### *Data Type*

The types of data used in this study are divided into two, namely:

#### **1. Data Primer**

Primary data was obtained directly from the main source through the distribution of questionnaires to employees who were research samples. This data is in the form of respondents' answers to questions related to competence and job satisfaction.

#### **2. Data Seconds**

Secondary data is supporting data obtained from official documents of the agency, such as organizational profiles, organizational structure, number of employees, and literature relevant to the research topic.

**Operationalization of Research Variables**

Operationalizing variables is essential to clarify the definition, indicators, and measurement scale for each variable under investigation, thereby enhancing comprehension and preventing discrepancies in interpretation. The variables examined in this research include an independent variable (competence) and a dependent variable (job satisfaction). The following section presents the operationalization of each variable.

Table 1. Operationalization of Research Variables

Variabel	Definition	Indicator	Scale
Competencies (X)	Knowledge, skills, and individual characteristics that underlie success in completing work (Sedarmayanti, 2020:198)	1. Knowledge 2. Understanding 3. Ability/Skill (skill) 4. Value 5. Attitude 6. Interest	Ordinal
Job Satisfaction (Y)	Positive emotional state that employees feel due to the compatibility between expectations and reality in the workplace (Hasibuan, 2021:74)	1. Salary 2. Promotion 3. Co-workers 4. Superior 5. The work itself	Ordinal

Source: Developed from Sedarmayanti (2020) and Hasibuan (2021)

**Data Collection Techniques**

Data collection was carried out using a survey method using questionnaires (questionnaires) as the main instrument. The questionnaire was prepared in the form of a closed statement using a five-point Likert scale. Respondents were asked to provide answers based on their level of agreement with each statement. The alternative answers and the scores are as follows:

Table 2. Data Collection Techniques

Alternative Answers	Score
Strongly Agree (SS)	5
Agree (S)	4
Disagree (KS)	3
Disagree (TS)	2
Strongly Disagree (STS)	1

Sources: (Ghozali, 2023)

Before the questionnaire is used, a test is carried out to determine the validity and reliability of the instrument. The test results show that all statement items are valid and reliable so that they are suitable for use as a measuring tool.

### *Data Analysis Techniques*

The data analysis techniques used in this study consisted of descriptive analysis and inferential analysis.

#### *Descriptive Analysis*

Descriptive analysis is intended to present an overview of respondent characteristics and the distribution of responses for each variable indicator. The questionnaire data were examined using frequency distributions, mean values, and scale ranges. The scale range is determined using the following formula:

$$RS = m - n/b$$

Based on this formula, a scale range of 0.8 is obtained. Thus, the average rating categories are as follows:

- 1.00 – 1.79 = very low
- 1.80 – 2.59 = low
- 2.60 – 3.39 = medium
- 3.40 – 4.19 = high
- 4.20 – 5.00 = very high

#### *Inferential Analysis*

Inferential analysis is used to test research hypotheses. Because this study only involves two variables (competence as an independent variable and job satisfaction as a bound variable), the inferential analysis used is a simple linear regression analysis. The analysis steps include:

##### 1. **Classic Assumption Test**

Prior to performing regression analysis, a classical assumption test is conducted to verify that the regression model is appropriate for use. This testing includes assessments of normality, linearity, heteroscedasticity, and multicollinearity (for models involving more than one independent variable). Given that this study only has a single independent variable, the multicollinearity test is not necessary.

##### 2. **Simple Linear Regression Analysis**

Simple linear regression analysis is used to determine the direction and magnitude of the influence of competence on job satisfaction. The regression equation model used is:

$$Y = a + bX + e$$

Description:

- Y = job satisfaction
- X = competenc
- e = constanta
- b = coeficin regressio
- n = error term

3. **Significance Test (t-test)**

The t-test was employed to determine whether competence has a significant partial effect on job satisfaction. The decision rule states that if the computed t-value exceeds the critical t-table value (or if the significance level is below 0.05), then the null hypothesis ( $H_0$ ) is rejected and the alternative hypothesis ( $H_1$ ) is accepted, indicating a significant influence.

4. **Coefficient of Determination ( $R^2$ )**

The determination coefficient is used to measure how much variation in job satisfaction can be explained by the competency variable. The value of  $R^2$  ranges from 0 to 1; The closer it is to 1, the greater the contribution of competence in explaining job satisfaction.

All statistical processing was performed using software such as SPSS (Statistical Package for the Social Sciences) along with other relevant applications. The analytical outcomes are displayed through tables and descriptive explanations designed for clarity and ease of understanding.

**RESULTS**

*Descriptive Analysis of Competency and Job Satisfaction Variables*

The descriptive analysis aims to provide an overview of respondents' responses to the variables of competence and job satisfaction of employees of the Public Works and Regional Spatial Planning Office of South Tapanuli Regency. The results of the analysis were obtained from the average respondents' answer scores on each indicator in the questionnaire.

*Competency Variables*

Based on the results of data processing on 56 respondents, responses regarding employee competence are presented in Table below.

Table 3. Frequency of Respondent Answers Competency Variables

Item	STS (%)	TS (%)	KS (%)	S (%)	SS (%)	Mean
Good knowledge according to the needs of the organization	0,0	10,7	33,9	10,7	44,6	3,89
Understanding of the characteristics and conditions of the job	0,0	12,5	39,3	0,0	48,2	3,84
Ability to perform assigned tasks	0,0	10,7	26,8	14,3	48,2	4,00
Behaviors that are believed and integrated within oneself	7,1	10,7	25,0	16,1	41,1	3,73
Cooperative attitude in getting the job done	3,6	3,6	35,7	17,9	39,3	3,86
Tendency to do good deeds at work	0,0	16,1	23,2	17,9	42,9	3,88

Source: Primary Data (processed), 2025

Based on Table 3, the highest mean value in the competency variable is found in the indicator of ability to carry out the assigned task of 4.00 which is in the high category, while the lowest mean value is found in the behavior indicator that is believed and integrated in oneself of 3.73 which is also in the high category. Overall, the average mean competency variable was 3.87 which indicates that the level of competence of employees of the Public Works and Regional Spatial Planning Office of South Tapanuli Regency is in the high category.

### ***Job Satisfaction Variables***

The respondents' responses regarding job satisfaction are presented in Table below.

Table 4. Frequency of Respondent Answers Variable Job Satisfaction

Item	STS (%)	TS (%)	KS (%)	S (%)	SS (%)	Mean
Salary received meets or exceeds expectations	0,0	3,6	39,3	12,5	44,6	3,98
Satisfaction with the established promotion system	1,8	5,4	37,5	10,7	44,6	3,91
Satisfied to be able to work with colleagues	0,0	3,6	39,3	10,7	46,6	4,00
Satisfied with the attention and support of the boss	0,0	8,9	33,9	10,7	46,6	3,95
Work according to the competencies possessed	0,0	8,9	33,9	14,3	42,9	3,91

Source: Primary Data (processed), 2025

Based on Table 4, the highest mean value in the work satisfaction variable is found in the indicator of satisfaction in working with colleagues of 4.00 which is in the high category, while the lowest mean value is found in the indicator of satisfaction with the promotion system and work suitability with competence of 3.91 which is also in the high category. Overall, the average mean variable job satisfaction was 3.95 which indicates that the level of job satisfaction of employees of the Public Works and Regional Spatial Planning Office of South Tapanuli Regency is in the high category.

### ***Results of the Hypothesis Test on the Influence of Competency on Job Satisfaction***

The hypothesis test in this study uses the *Partial Least Squares Structural Equation Modeling* (PLS-SEM) approach. The test is carried out to find out if there is a significant influence between competence on employee job satisfaction. The hypotheses proposed are:

**H<sub>1</sub>:** Competence has a significant effect on the job satisfaction of employees of the Public Works and Regional Spatial Planning Office of South Tapanuli Regency. The results of the hypothesis test are presented in Table 5 below.

Table 5. Path Coefficients (Direct Effect) The Effect of Competency on Job Satisfaction

Relationships	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P-Values
Competencies → Job Satisfaction	0.451	0.454	0.108	4,159	0.000

Source: Primary Data (processed), 2025

Based on Table 5, the test results showed that competence had a positive and significant effect on job satisfaction with an *original sample* value of 0.451, *T-statistics* of 4.159 (> 1.96), and *P-value* of 0.000 (< 0.05). This indicates that the first hypothesis (H<sub>1</sub>) is accepted, namely that competence has a significant effect on the job satisfaction of employees of the Public Works and Regional Spatial Planning Office of South Tapanuli Regency.

**Coefficient of Determination**

The value of the determination coefficient (R<sup>2</sup>) is used to determine how capable the competency variable is in explaining the job satisfaction variable. The results of the determination coefficient test are presented in Table 5.

Table 6. R Square Value Results

Variabel	R Square	R Square Adjusted
Job Satisfaction	0,391	0,368

Source: Primary Data (processed), 2025

Referring to Table 6, the R Square value for the job satisfaction variable is 0.391, while the Adjusted R Square is 0.368. This indicates that competency accounts for 39.1% of the variance in employee job satisfaction, with the remaining 60.9% being explained by other factors not included in the research model. An R Square value of 0.391 falls into the moderate category.

**DISCUSSION**

The findings indicate that competence positively and significantly affects job satisfaction among employees at the Public Works and Regional Spatial Planning Office of South Tapanuli Regency. With a path coefficient of 0.451 and a significance level of 0.000 (p < 0.05), it can be interpreted that a one-unit increase in competence leads to a 0.451-unit rise in job satisfaction. These results support the theoretical perspective that competence serves as a key determinant in fostering employees' positive attitudes toward their work.

High competence allows employees to carry out their duties better, efficiently, and in accordance with the set standards. When employees feel they have adequate knowledge, skills, and attitudes to get the job done, they tend to experience feelings of accomplishment and success. This feeling of being able then translates into higher job satisfaction. Conversely, the mismatch between the

competencies possessed and the demands of the job can cause stress, frustration, and dissatisfaction (Jumrawati & Lina, 2025).

The results of the descriptive analysis showed that the indicator of ability to carry out the assigned tasks obtained the highest mean value (4.00), which means that employees feel very capable in carrying out their job responsibilities. This is in line with the findings that strong competence provides confidence, which ultimately increases job satisfaction. The indicators of behavior that are believed and integrated in themselves have the lowest mean value (3.73), but are still in the high category. This indicates that even though employees have internalized values, reinforcement is still needed to create a more steady consistency of behavior.

These findings support a variety of theories that explain the relationship between competence and job satisfaction. Person-job fit theory states that job satisfaction increases when there is an alignment between individual characteristics, including competence, and job demands (Hartini, n.d.). Competent employees feel that they are a "good fit" for their job, so satisfaction arises. Self-determination theory is also relevant, where competence is one of the basic psychological needs. Meeting the need for competencies provides a sense of autonomy and connectedness, which ultimately improves psychological well-being and job satisfaction.

In addition, expectancy theory explains that competence increases an individual's confidence that his or her efforts will result in good performance, and that good performance will result in expected rewards (Astyandini et al., 2024). This belief creates positive expectations that contribute to job satisfaction. Competent employees are also likely to gain recognition, promotion, and career development opportunities, which are important sources of job satisfaction.

The R Square value of 0.391 indicates that competence is able to explain 39.1% variation in employee job satisfaction. This figure is moderate, which means that there are still other factors that affect job satisfaction outside of competence, such as work culture, leadership, compensation, and work environment. However, the contribution of competence of almost 40% is a significant proportion in the context of human resource management. This confirms that efforts to improve employee competencies through proper training, development, and placement will have a real impact on increasing job satisfaction.

## **CONCLUSIONS AND RECOMMENDATIONS**

Based on the analysis and discussion regarding the effect of competence on job satisfaction among employees at the Public Works and Regional Spatial Planning Office of South Tapanuli Regency, it can be concluded that the employees' competence level falls into the high category. Among the competence indicators, the ability to perform tasks ranks the highest, while behavioral aspects are the lowest. Likewise, employee job satisfaction is also at a high level, with satisfaction with coworkers occupying the top position and satisfaction with the promotion system being the lowest. The hypothesis testing demonstrates that competence has a positive and significant impact on job satisfaction, accounting for 39.1% of the variation in job satisfaction. This finding confirms that enhancing

employee competence serves as an effective strategy for increasing job satisfaction within the office.

### **FURTHER STUDY**

Future research is expected to expand the scope of analysis by incorporating additional variables that may influence employee job satisfaction, such as leadership style, organizational culture, work motivation, compensation, and career development opportunities within public sector institutions. In addition, further studies can involve a larger sample size and different regional government agencies to enhance the generalizability of findings and provide comparative insights across institutions. The use of mixed methods approaches is also recommended to obtain deeper and more comprehensive data regarding how competency development programs affect employee satisfaction and organizational performance in a sustainable manner.

### **ACKNOWLEDGMENT**

The author would like to express sincere gratitude to the leadership and employees of the Public Works and Regional Spatial Planning Office of South Tapanuli Regency for their cooperation, participation, and valuable support during the research process, as well as to all parties who contributed directly and indirectly to the completion of this study. Special appreciation is also extended to academic advisors, colleagues, and family members whose encouragement and constructive input greatly assisted in the successful completion of this research.

### **REFERENCES**

- Adams, J. S., & Freedman, S. (1976). Equity theory revisited: Comments and annotated bibliography. *Advances in Experimental Social Psychology*, 9, 43–90.
- Annisak, W., Suhendra Setiawan, S. E., Wendi Wahyu Utama, S. E., Tika Sakina Putri, S. M., & Syafwandi, I. D. (2025). *Budaya Organisasi dan Peningkatan Kinerja Pada Instansi Pemerintah Daerah*. Fahmi Karya.
- Aprilia, A. L., Hartono, E., & Wibowo, S. N. (2022). Pengaruh Konflik Dan Stres Kerja Terhadap Kepuasan Kerja Karyawan Di Pt Pg Rajawali Ii Unit Psa Palimanan. *Jurnal Ilmiah Ekonomi Bisnis*, 27(2), 274–288.
- Astyandini, B., Pramono, S. E., Pudjiastuti, R. R. S. E., & Yulianto, A. (2024). The Role of Expectancy Theory in Improving Research Performance: The Case of Midwifery Lecturers. *International Conference on Science, Education, and Technology*, 10, 201–206.
- Atmaja, S. (2022). Faktor-faktor yang mempengaruhi kepuasan kerja dan kinerja karyawan. *Jurnal Manajemen Dan Bisnis*, 4(01), 116–131.
- Cahya, R. I. (2018). *Kewenangan Dinas Pekerjaan Umum Dalam Mewujudkan Pembangunan Infrastruktur Jalan Kabupaten Tulang Bawang Barat*.

- Dessler, G. (2013). *Strategic human resource management and the HR scorecard*. Nj, New.
- Ghozali, I. A. (2023). *STRATEGI PEMERINTAH DAERAH DALAM MENGANTISIPASI BENCANA BANJIR DI KABUPATEN LAMPUNG UTARA*. IPDN.
- Hartini, H. (n.d.). *The Impact of The Person Organization Fit, Person Job Fit, Organizational Justice, on Employee Job Satisfaction*.
- Judge, T., & Robbins, S. (2013). Motivation concepts. *Organizational Behavior*, 201–238.
- Jumrawati, J., & Lina, K. (2025). Tinjauan kompetensi profesional guru bersertifikat pendidik terhadap efektivitas pembelajaran. *Transformasi: Jurnal Penelitian Dan Pengembangan Pendidikan Non Formal Informal*, 11(1), 150–160.
- Kharisma, A. F. (2021). *Pengaruh kompetensi, lingkungan kerja, dan motivasi kerja terhadap kinerja karyawan dengan kepuasan kerja sebagai variabel intervoening (Studi kasus pada Bank BPRS Bina Finansia Semarang)*.
- Lie, T. F. (2018). Pengaruh kepuasan kerja terhadap kinerja karyawan melalui motivasi kerja pada CV. Union Event Planner. *Agora*, 6(1).
- Nursalim, M. F., & Anshori, M. I. (2024). Kompetensi Organisasi. *Business and Investment Review*, 2(3), 38–46.
- Putri, A. S. (2020). Studi Tentang Kompetensi Pegawai Badan Perencanaan Penelitian Dan Pengembangan (Bapelitbang) Kabupaten Panajam Paser Utara. *Journal Ilmu Pemerintah*, 8(3), 734.
- Rosmaini, R., & Tanjung, H. (2019). Pengaruh kompetensi, motivasi dan kepuasan kerja terhadap kinerja pegawai. *Maneggio: Jurnal Ilmiah Magister Manajemen*, 2(1), 1–15.
- Rudlia, J. I. (2016). Pengaruh Kompetensi dan Kompensasi terhadap Kepuasan Kerja dan Kinerja Pegawai (Studi Kasus Pada Dinas Kelautan dan Perikanan Kabupaten Kepulauan Sangihe). *Jurnal Riset Bisnis Dan Manajemen*, 4(3), 257–268.
- Ryan, R. M., & Vansteenkiste, M. (2023). Self-determination theory. In *The Oxford Handbook of Self-Determination Theory* (pp. 3–30). Oxford University Press.
- Sari, M., Rachman, H., Astuti, N. J., Afgani, M. W., & Abdullah, R. (2022). Explanatory survey dalam metode penelitian deskriptif kuantitatif. *Metode*, 1.

- Sedarmayanti. (2018). Hubungan Budaya Kerja dan Lingkungan Kerja Terhadap Peningkatan Kinerja Pegawai Pada Lembaga Pendidikan Tinggi. *Jurnal Ilmu Administrasi: Media Pengembangan Ilmu Dan Praktek Administrasi*, 15(1), 63-77.
- Sedarmayanti, S., & Haryanto, H. (2017). Pengaruh motivasi kerja terhadap kinerja tenaga kependidikan fakultas kedokteran Universitas Padjadjaran. *Jurnal Ilmu Administrasi: Media Pengembangan Ilmu Dan Praktek Administrasi*, 14(1), 96-112.
- Sugiyono. (2017). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. CV. Alfabeta.
- Sugiyono, D. (2013). *Metode penelitian pendidikan pendekatan kuantitatif, kualitatif dan R&D*.
- Victoria, E., & Edalmen, E. (2024). Peran kepuasan kerja sebagai mediasi pada pengaruh lingkungan kerja terhadap kinerja karyawan. *Jurnal Manajerial Dan Kewirausahaan*, 6(3), 580-589.