



Enhancing Employee Performance: Competency, Workload, and Satisfaction Intervention at PT Victoria Care, TBK

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ABSTRACT

The purpose of this research is to evaluate employee performance at PT. Victoria Care Indonesia, Tbk. In this research, the independent variables consist of work competency and workload, while the dependent variable is performance, and the intervening variable that is considered is job satisfaction. The sampling method used was total sampling, which refers to the census, involving the participation of 99 employees. The data collection process was carried out using a questionnaire which was filled out directly by the respondent. To analyze the data, this research utilized Smart-PLS (Partial Least Squares) software. The research results show that work competency has a positive and significant effect on performance. Workload has no effect on performance, work competency has a positive and significant effect on job satisfaction, work load has no effect on job satisfaction. Job satisfaction has a positive and significant effect on performance. Work competency influences performance through job satisfaction as an intervening variable. Job satisfaction cannot mediate the effect of workload on performance. Keywords: Performance, workload, work competency, job satisfaction

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1. INTRODUCTION

Human resources (HR) play a crucial role in organizational activities, where humans act as planners, transformers, and controllers of other resources within an organization. Companies overseeing Human Resources (HR) are required to continuously support, guide, and inspire all their employees to achieve both individual and organizational goals. The success of a company depends greatly on the optimal performance of its human resources. According to Mangkunegara (2017), employee performance is the quality and quantity of work achieved by an employee in carrying out their responsibilities. Good employee performance can enhance productivity, efficiency, and the competitive advantage of a company. In an increasingly competitive and dynamic business environment, employee performance has become a crucial factor for the success of an organization

PT Victoria Care Indonesia Tbk is a manufacturing and distribution company specializing in cosmetic, toiletries, and healthcare products. Established in 2006, the company has a nationwide distribution network across Indonesia. Its vision and mission are to create high-quality cosmetic and toiletry products that are beneficial to society and easily accessible. To remain competitive in the business landscape, PT Victoria Care Indonesia Tbk heavily relies on employees' performance characterized by speed, responsiveness, learning ability, and competency to achieve company goals. With a better understanding of the factors influencing employee performance, the company aims to implement appropriate strategies and policies to enhance their workforce's performance.

Robbins and Judge (2013) define performance as the measure of the extent to which individuals achieve predetermined work objectives. Performance is typically assessed using various metrics and may encompass target achievement, job quality, productivity, and other factors aligned with organizational goals and expectations. Failure to meet sales targets illustrates barriers occurring at the employee performance level. It is from this background that the importance of research emerges to examine the level of employee performance at PT Victoria Care Indonesia Tbk..

Performance refers to the results or achievements attained by individuals, teams, or organizations in carrying out tasks or reaching established goals. Performance can be measured through various indicators such as productivity, efficiency, quality, innovation, compliance with standards, and others. The concept of performance also encompasses both qualitative and quantitative aspects, involving assessments of individual or group achievements within the organizational context. Research conducted by (Khoirunnizar & Sutopo, 2022) indicates that competency significantly influences employee performance positively. Human resources play a crucial role in planning, organizing, staffing, directing, and controlling each operational function to achieve organizational objectives. Organizations strive diligently to find solutions to enhance performance within their companies (Bangun, 2012). One of the factors influencing employee performance is job competency, which encompasses the skills, knowledge, and abilities of employees in performing

their tasks. Competent employees tend to be more effective and efficient in carrying out their work, which in turn can positively contribute to the company's performance..

In the distribution industry, the high demands of work have led to significant workloads on employees. Workload can be defined as the responsibilities assigned to employees to be completed within a specific timeframe considering their capabilities. Excessive workload can lead to stress, fatigue, and decreased motivation, ultimately resulting in reduced employee performance. Therefore, managing workload is crucial to ensure employees can perform well. Workload is also a significant factor influencing employee performance. It reflects the level of demands and pressures experienced by employees in carrying out their tasks. In research conducted by Kurnia & Sitorus (2022) on Si Cepat Express Batam employees and Hesti & Hafiz (2023) on Export employees at Pos Indonesia MMPC Bandung, it was found that workload significantly affects employee performance; a manageable workload leads to good performance. According to Daniel Kahneman, the Workload Theory explains how humans experience mental workload when performing cognitive tasks. The theory states that high workload can affect employee performance. There is a limit to an individual's mental and physical capacity to handle tasks. When the workload exceeds this capacity, performance declines (Kahneman, 1979). However, research by Setiadi, Ramadhan, Gadzali, Yendri, & Rhena (2022) and Pradnyana, Wisnawa, & Arini (2023) found that workload has a significant negative effect on employee performance. Further research has also been conducted to understand factors influencing workload, such as task complexity, time pressure, and other factors that can affect employee performance.

However, the interrelationship between job competency, workload, and employee performance is not yet fully understood. One way to understand this relationship is through an understanding of employee job satisfaction. Job satisfaction is the subjective evaluation of employees regarding their job and work environment. Job satisfaction can act as an intervening variable that connects job competency, workload, and employee performance. Therefore, this research will focus on examining the influence of job competency and workload on employee performance through the intervening variable of job satisfaction. By understanding how these three factors are interrelated, companies can develop more effective strategies to improve their employees' performance. The results of this research are expected to provide practical guidance for company management in managing and enhancing employee performance, thereby achieving better business goals. Herzberg introduced the Motivation-Hygiene or Two-Factor Theory of Motivation and Job Satisfaction. According to him, there are two types of factors that influence job satisfaction and employee performance. Motivational factors, such as recognition, achievement, and responsibility, contribute to satisfaction and positive performance. Meanwhile, hygiene factors, such as salary, working conditions, and interpersonal relationships, if inadequate, can cause dissatisfaction, but if adequate, only prevent dissatisfaction, not increase satisfaction and performance (Herzberg, 1959). High job satisfaction tends to be positively associated with good performance because satisfied employees tend to be more enthusiastic, productive, and committed to their work.

Table 1. Research Gap

No.	Issue	Peneliti dan Tahun	Hasil Penelitian
1.	There are inconsistent research results regarding the influence of work competency on employee performance	(Suardika, 2020) ; (Khoirunnizar & Sutopo, 2022) ; (Sudiarso, 2022) ; (Sabuhari, Sudirob, Rahayu, Irawanto, & Mintarti, 2020) ; (Sumerli, Atra, Yeti, Rahayu, & Yusuf, 2022)	The Job Competency Variable has a Positive Influence on Performance
		(Hajjali, Kessi, Budhiandriani, Prihatin, & Sufri, 2022) ; (Savhira, 2019)	The Job Competency variable has no effect on Performance
2.	There are inconsistent research results regarding the effect of workload on employee performance	(Kurnia & Sitorus, 2022) ; (Siburian, Pio, & Sambul, 2021) ; (Hesti & Hafiz, 2023)	Workload variables have a positive effect on performance
		(Setiadi, Ramadhan, Gadzali, Yendri, & Rhena, 2022) ; (Sitompul & Simamora, 2021) ; (Pradnyana, Wisnawa, & Arini, 2023)	The Workload variable has no effect on Performance

The research gap identified in Table 1 suggests that there is still inconsistency and incongruence in findings regarding the influence of job competency and workload variables on employee performance. Some studies show a positive effect, while others indicate a negative impact of these variables on employee performance. Research on employee performance mediated by job satisfaction has found that job satisfaction can serve as a mediating variable to examine the relationship between independent variables and performance (Timothy, Thoresen, Bono, & Patton, 2001). Therefore, further research is needed to incorporate job satisfaction as a mediating variable. A mediating or intervening variable is one that acts as a mediator in the relationship between an independent variable and a dependent variable. This variable helps explain the mechanism or process of how the independent variable influences the dependent variable (MacKinnon, Fairchild, & Fritz, 2002). Intervening variables can have both direct and indirect effects. The addition of job satisfaction as an intervening variable is expected to further enhance the influence of job competency and workload variables on employee performance at PT. Victoria Care Indonesia Tbk..

2. RESEARCH METHODS

2.1 Data Types and Sources

The type of data used in this research is primary data. Primary data is data that originates directly from the respondents. Respondent data is crucial for understanding the respondents' perceptions regarding job competency, workload, job satisfaction, and employee performance at PT. Victoria Care Indonesia Tbk. Data is obtained directly by distributing questionnaires or survey forms to the employees of PT. Victoria Care Indonesia Tbk. The data sources used in this research include two sources: Primary Sources and Secondary Sources. Primary sources are data sources that directly provide data to the data collector. The primary data sources in this research include the recapitulation of questionnaire results distributed to the employees of PT. Victoria Care Indonesia Tbk, and sales data from PT VCI. Secondary sources are sources that do not directly provide data to the data collector, such as through other people or documents. Secondary data sources in this research are obtained from journals, literature reviews, relevant literature related to the research issue, as well as other document information sourced from the internet (news articles).

2.2. Research Variables and Operational Definitions

Research variables are basically anything in any form that is determined by the researcher to be studied so that information about it is obtained, then conclusions are drawn (Sugiyono, 2018). According to Sugiyono (2018), variables are divided as follows:

1. Independent variables are variables that influence or are the cause of changes or the emergence of dependent variables. The independent variable (X) in this research is Work Competence as X1, and Workload as X2.
2. The dependent variable is the dependent variable, namely the variable that is influenced or is the result of the existence of the independent variable. The dependent variable (Y) in this research is Performance as Y.
3. Intervening variables are variables that theoretically influence the relationship between the independent variable and the dependent variable into an indirect relationship and cannot be observed or measured. The intervening variable (Z) in this research is Job Satisfaction as Z.

2.3. Operational Definition of Variables

An operational definition is a definition based on the properties of the thing being defined that can be observed/observed (Suryabrata, 2005). This observable condition is important, because what can be observed opens up the possibility for other people besides the researcher to do similar things, so that what the researcher does is open to being tested again by other people. The operational limitations of the variables in this research are

Tabel 2. Operational Definition of Variables

Variable	Definition	Indikator
Kinerja (Y)	Performance is the result of work both in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara, 2017)	1. Quality 2. Quantity 3. Timeliness 4. Effectiveness 5. Independence 6. Work Commitment (Robbins & Judge, 2013)
Kompetensi Kerja (X1)	Competency is knowledge about an individual's skills, abilities, or personal characteristics that directly influence job performance. Describes the knowledge base and performance standards required to successfully complete a job or hold a position (Sudarmanto, 2015)	1. Intellectual Ability 2. Interpersonal Ability 3. Adaptability 4. Results orientation ability (Sudarmanto, 2015)

Beban Kerja (X3)	Workload is a process of determining the number of hours human resources work, are used, and are needed to complete a job for a certain period of time. (Koesomowidjojo, 2017)	<ol style="list-style-type: none"> 1. Working conditions 2. Use of working time 3. Achievement of targets (Koesomowidjojo, 2017)
Kepuasan Kerja (Z)	Job satisfaction is a person's positive feelings about their work which are obtained from an evaluation of the characteristics of satisfaction itself. (Robbins & Judge, 2013)	<ol style="list-style-type: none"> 1. Job satisfaction 2. Satisfaction with Rewards 3. Satisfaction with Supervision/Superiors 4. Satisfaction with Colleagues 5. Promotional opportunities (Robbins & Judge, 2013)

2.4. Population, Sample and Sampling Techniques

Population according to Sugiyono (2018) is a generalization area consisting of objects/subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn. In this study the population was employees of PT. Victoria Care Indonesia Tbk Semarang branch, totaling 99 people (Data source: HRD VCI Semarang, 2023)

The sample is a small portion of the population selected to be taken as a research object (Hidayat, 2021). The sampling method used in this research is a total sample or census. Census sampling is a research sampling method where all members of the population are used as samples (Roflin & Liberty, 2021). Thus, each member of the population has the same opportunity to become a research sample, so that sample representation is expected to represent the characteristics of the population as a whole. This total sampling method was used because the population was relatively small (easy to reach). The sample for this research was employees of PT Victoria Care Indonesia Tbk with a total of 99 respondents.

The sampling technique in this research is using the census sampling method. Census sampling is a sampling technique in which all members of the population become research subjects or are included in the sample. In this technique, there is no random selection of samples or taking a small portion of the population that represents the entire population.

2.5. Data analysis method

Data analysis is a process of processing and simplifying data into a form that is easier to read and interpret. The data analysis method in this research uses descriptive and quantitative analysis so that data with accurate quantitative processing results can be explained in more depth using descriptive analysis. The measuring instrument or statistical software used in this research is SmartPLS 4.0 (Partial Least Square). The reason for using SmartPLS software is because this method is more flexible for populations that are not too large, and there are not many assumptions about data normality. SmartPLS allows more comprehensive path analysis, including models with latent variables and manifest variables (observed variables). This allows for more in-depth hypothesis testing in the relationships between variables. SmartPLS provides a powerful method for testing the reliability and validity of constructs (reliability and validity) in measurement models. This makes it possible to better examine the fit between theoretical constructs and empirical data. SmartPLS uses a nonparametric approach in its analysis, which provides flexibility in terms of data distribution. This method does not rely on the assumption of data normality as parametric methods such as linear regression in SPSS do.

2.5.1. Technical Analysis

This research utilizes a quantitative approach with the assistance of SmartPLS ver 4. Data analysis technique refers to the process of mapping, decomposing, calculating, and assessing the collected data to answer the research questions and draw conclusions. As Sugiyono (2018) elucidates, data analysis technique involves methods used for calculations to address the research questions and test the hypotheses proposed in the study. The quantitative data analysis technique, according to Sugiyono (2018), is an activity conducted after data from all respondents (population/sample) have been collected. The activities in data analysis involve grouping data based on variables and respondent types, tabulating data based on variables from all respondents, presenting data for each variable under study, performing calculations to address the research questions, and conducting calculations to test the proposed hypotheses.

2.5.2. Measurement Model Test (Outer Model)

Testing of research instruments uses a reflective measurement model which includes validity and reliability tests. This measurement model is also called the outer model.

a. Validity Test Validity according to Sugiyono (2018) shows the degree of accuracy between the data that actually occurs on the object and the data collected by the researcher. Validity testing was carried out with the help of SmartPLS Ver 4 with two stages of validity testing, namely convergent validity and discriminant validity.

1) Convergent Validity. The convergent validity test is carried out by looking at the Average Variance Validity (AVE) value. The AVE value must be greater than 0.5 as much as cross-loading which means the factor must explain at least half of the variation of the indicator represented. An AVE value below 0.5 means that the error variation exceeds the explained variation.

2) Discriminant Validity. Discriminant validity in this study was tested using the Fornell-Larcker criteria. The Fornell-Lacker criterion requires that the square root value of AVE must be higher than the correlation value with any latent variable. This means that for any latent variable, the variation in sharing with the indicator block is greater than the variation in sharing with other latent variables.

b. Reliability Test Reliability is the consistency value of a measuring instrument in measuring the same phenomenon. A questionnaire is said to be reliable if the answers to questions are consistent over time. Reliability testing was carried out with the help of SmartPLS Ver 4 software with composite reliability and Cronbach's alpha test tools. The assessment standards using composite reliability are the same as other reliability assessment standards, including Cronbach's alpha. The composite reliability value varies from 0 to 1, with 1 being an estimate of perfect reliability. Garson (2016) divides the Cronbach's alpha value into 3, namely good if the value is ≥ 0.80 , acceptable if the value is 0.7, and 0.6 is accepted for explanatory purposes.

2.5.3. Structural Model Test (Inner Model)

The structural model was assessed through R-square and F-square testing. R-square is the overall effect size measured for the structural model. Garson (2016) categorized the R-square value into 3 categories, namely strong (> 0.67), moderate ($> 0.33 - 0.67$), and weak ($> 0.19 - 0.33$). Meanwhile, F-square is an effect size that explains how large the proportion of variance is not explained and is calculated by changes in R-square. Cohen (1998 in Garson, 2016) groups F-square values into 3 categories, namely small effects (0.02), large effects. medium (0.15), and large effect (0.35).

2.5.4. Hypothesis Testing (Resampling Bootstrapping)

Hypothesis testing was carried out using the resampling technique with the Bootstrapping method in SmartPLS Ver 4. Hypothesis testing in this research was through a direct effect procedure to test the direct effect. The relationship between variables can be seen through the T-statistic value, p-value and original sample in the Path Coefficient output. The hypothesis is accepted if the p-value is less than 0.10 or 10%. The p-value is used to see the significance of the relationship between variables. The significance level used in this research is 10%. Meanwhile, the original sample is used to determine the direction of the relationship between variables. Negative original sample values indicate a negative relationship direction, while positive sample original values indicate a positive relationship direction.

3. RESULTS AND DISCUSSION

3.1. Result

3.1.1. Respondent Characteristics

Tabel 3.

Identitas Responden berdasarkan Jenis Kelamin

No	Gender	Frequency	Percentage
1	Male	50	50,5 %
2	Female	49	49,5 %
Total		99	100 %

Source: Primary data processed, 2024

Table 3 shows that of the 99 employees at PT Victoria Care Indonesia Tbk Semarang Branch who were respondents, 50 employees were male (50.5%), while there were 49 female employees (49.5%). This illustrates that the company does not differentiate between genders, all employees can do operational and sales work.

Tabel 4

Respondent Identity by Age

No	Age	Amount	Percentage
1	21 – 25 tahun	9	9,1 %
2	26 – 30 tahun	15	15,1 %
3	31 – 35 tahun	16	16,2 %
4	36 – 40 tahun	33	33,3 %
5	41 – 44 tahun	10	10,1 %
6	45 – 48 tahun	9	9,1 %
7	49 – 52 tahun	5	5,1 %
8	53 – 56 tahun	2	2,0 %
Total		99	100 %

Source: Primary data processed, 2024

Table 4 shows that of the 99 employees at PT. Victoria Care Indonesia Tbk Semarang, who were respondents, were mostly aged more than 36 - 40 years with a total of 33 people (33.3%), this shows that employees at PT Victoria Care Indonesia Tbk are of productive age and are of mature age, so Those of productive and mature age will be able to maintain their work productivity and be able to control their emotions well and have more optimal performance. On the other hand, the 53-56 year age group has the lowest percentage, namely only 2% of the total, indicating that the number of respondents aged 53-56 years is relatively small compared to other age groups.

Tabel 4.3**Identitas Responden berdasarkan Tingkat Pendidikan**

No	Tingkat Pendidikan	Jumlah	Persentase
1	Junior High School	2	2%
2	Senior High School	68	69%
3	Diploma	5	5%
4	Bachelor	23	23%
5	Master's	1	1%
Total		99	100 %

Source: Primary data processed, 2024

Table 5 shows that of the 99 employees at PT Victoria Care Indonesia Tbk who were respondents, the majority had a secondary education level, namely SMA/SMK level with a total of 68 people (69%). This shows that work at PT Victoria Care Indonesia Tbk does not require higher education, because the main duties and functions do not require decision making, only carrying out operational work. With secondary education, it is hoped that they will have good quality, abilities and work skills, so that it will be easier to improve their performance.

3.1.2 Validity test

	Beban Kerja X2	Kepuasan Kerja Z	Kinerja Y	Kompetensi Kerja X1
BEBAN1	0.816			
BEBAN2	0.817			
BEBAN3	0.785			
KEPUASAN1		0.829		
KEPUASAN2		0.564		
KEPUASAN3		0.702		
KEPUASAN4		0.804		
KEPUASAN5		0.854		
KINERJA1			0.866	
KINERJA2			0.835	
KINERJA3			0.882	
KINERJA4			0.881	
KINERJA5			0.712	
KINERJA6			0.739	
KOMPETENSI1				0.891
KOMPETENSI2				0.821
KOMPETENSI3				0.880
KOMPETENSI4				0.873

Fig. 2. Validity Test Results Before Item Elimination

Source: Primary data processed, 2024

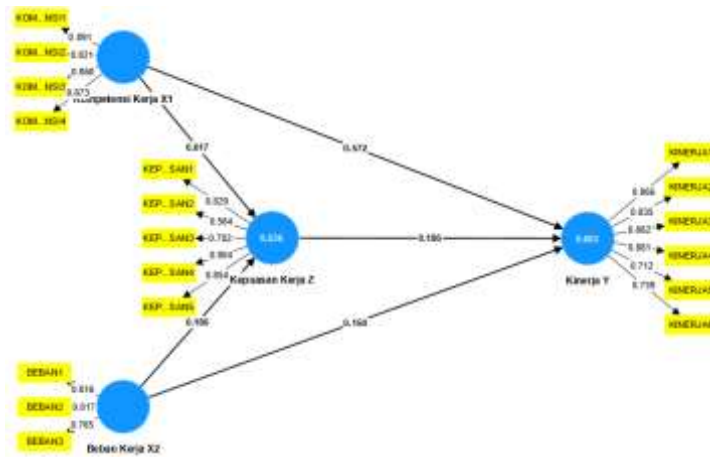


Fig. 3. Model Validity Test Results Before Item Elimination

Source: Primary data processed, 2024

In Figures 2 and 3, after the data has been processed, it shows that the model used still does not meet the qualifications for the next stage, because there is 1 indicator that has a loading factor value below the standard, less than 0.7, namely SATISFACTION2 with a value of 0.565. Therefore, indicators that do not meet the standards must be dropped. For more details, see the following table::

	Beban Kerja X2	Kepuasan Kerja Z	Kinerja Y	Kompetensi Kerja X1
BEBAN1	0.783			
BEBAN2	0.791			
BEBAN3	0.706			
KEPUASAN1		0.842		
KEPUASAN3		0.708		
KEPUASAN4		0.805		
KEPUASAN5		0.853		
KINERJA1			0.865	
KINERJA2			0.835	
KINERJA3			0.881	
KINERJA4			0.802	
KINERJA5			0.714	
KINERJA6			0.739	
KOMPETENSI1				0.915
KOMPETENSI2				0.858
KOMPETENSI4				0.875

Fig. 4. Validity Test Results after Item Elimination

Source: Primary data processed, 2024

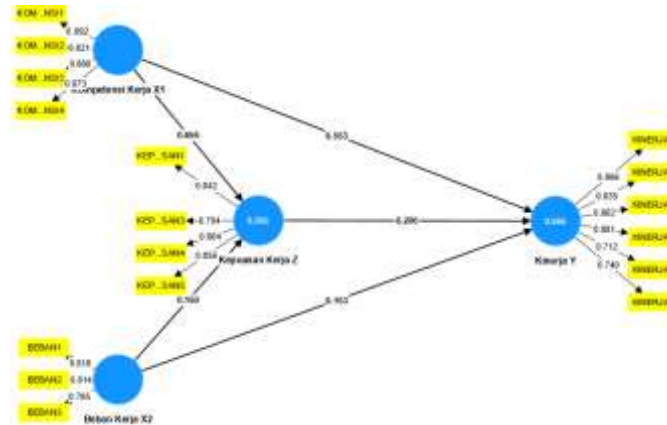


Fig. 5. Validity Test Results after Item Elimination

Source: Primary data processed, 2024

In Figures 4 and 5 you can see the model after carrying out the process of eliminating indicators with loading factors below 0.7. Thus, it can be concluded that after the elimination process, the statements in the validity test data on SmartPLS can be said to be valid, indicating that the indicators under consideration are reliable in measuring the relevant constructs. If each variable experiences item deletion and the remaining indicators still meet the established validity standards, then data analysis using SmartPLS can still be considered valid (Basuki, 2021). The most important thing is to ensure that the indicators maintained are representative enough in measuring the variables represented and capable of producing reliable results.

3.1.3 Reliability Test

	Beban Kerja X2	Kepuasan Kerja Z	Kinerja Y	Kompetensi Kerja X1
BEBAN1	0.816	0.481	0.518	0.543
BEBAN2	0.817	0.417	0.388	0.385
BEBAN3	0.765	0.344	0.439	0.386
KEPUASAN1	0.458	0.829	0.696	0.769
KEPUASAN2	0.334	0.564	0.228	0.218
KEPUASAN3	0.488	0.702	0.442	0.447
KEPUASAN4	0.399	0.804	0.498	0.538
KEPUASAN5	0.312	0.854	0.534	0.547
KINERJA1	0.587	0.616	0.866	0.692
KINERJA2	0.482	0.553	0.835	0.652
KINERJA3	0.580	0.593	0.882	0.676
KINERJA4	0.526	0.568	0.881	0.714
KINERJA5	0.302	0.456	0.712	0.609
KINERJA6	0.245	0.536	0.739	0.531
KOMPETENSI1	0.450	0.627	0.689	0.891
KOMPETENSI2	0.498	0.540	0.605	0.821
KOMPETENSI3	0.423	0.677	0.708	0.860
KOMPETENSI4	0.556	0.617	0.712	0.873

Fig. 6. Cross Loading Value

Source: Primary data processed, 2024

All variables significantly met the criteria for discriminant validity in factor analysis. This is evident from the significant and strong cross-loading values for each variable with the appropriate factors, exceeding the critical threshold > 0.70. These results indicate that these variables can differentiate the factors involved in factor analysis, and are not influenced by irrelevant factors

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Beban Kerja X2	0.721	0.731	0.842	0.639
Kepuasan Kerja Z	0.818	0.845	0.879	0.646
Kinerja Y	0.902	0.912	0.925	0.676
Kompetensi Kerja X1	0.885	0.889	0.920	0.743

Fig. 7 Average Variance Extracted & Composite Reliability

Source: Primary data processed, 2024

The results of the reliability test are presented in Figure 7. It provides an overview of how reliable the questionnaire used in this research is in measuring the construct under study. Reliability evaluation focuses on four main parameters, namely Cronbach's alpha, composite reliability (ρ_a), composite reliability (ρ_c), and average variance extracted (AVE).

Cronbach's alpha measures the lower limit of the reliability value of a construct, while composite reliability measures the actual value of the reliability of a construct. To achieve good reliability, the composite reliability value and Cronbach's alpha value must be greater than 0.70 (Chin, 1998). The Cronbach's alpha value and Composite Reliability Value for each construct, such as Job Competence, Workload, Job Satisfaction and Performance, all exceed the accepted threshold, namely above 0.7. This shows that the questionnaire has a good level of internal consistency.

Average Variance Extracted-AVE is used to determine whether discriminant validity requirements are achieved. An indicator can be declared to meet convergent validity and have a high level of validity when the Average Variance Extracted (AVE) value is > 0.50 (Chin & Todd, 1995). All AVE values for each variable are above 0.5, this means that the research data can be considered reliable and acceptable. The research results obtained can be considered quite accurate and reliable, so that the research is reliable and has sufficient relevance for making decisions or developing further theories.

3.1.4 Koefisien Determination

The coefficient of determination (R Square) is a way to assess how much an endogenous construct can be explained by an exogenous construct. The coefficient of determination (R Square) value is expected to be between 0 and 1. Garson (2016) categorizes the R-square value into 3 categories, namely strong (> 0.67), moderate ($> 0.33 - 0.67$), and weak ($> 0.19 - 0.33$). Meanwhile, Adjusted R Square is the R Square value that has been corrected based on the standard error value. The Adjusted R Square value provides a stronger picture than R Square in assessing the ability of an exogenous construct to explain endogenous constructs. The results of the R-square coefficient of determination are as follows:

	R-square	R-square adjusted
Kepuasan Kerja Z	0.560	0.551
Kinerja Y	0.665	0.654

Fig. 8. Results of the R-square Determination Coefficient

Source: Primary data processed, 2024

Based on Figure 8 above, it can be concluded that the R-square value of the joint or simultaneous influence of X1 (work competency) and X2 (work load) on Z (Job Satisfaction) is 0.560 with an adjusted R-square value of 0.551. So, it can be explained that all exogenous constructs (X1 and X2) simultaneously influence Z by 0.551 or 55.1%. Because the adjusted R-square is more than 33% but less than 67%, the influence of all exogenous constructs is moderate. The R Square value of the joint or simultaneous influence of X1, X2 and Z on Y is 0.663 with an adjusted R square value of 0.652. So, it can be explained that all exogenous constructs (X1, X2 and Z) simultaneously influence Y by 0.652 or 65.2%. Because the Adjusted R Square is more than 33% but less than 67%, the influence of all exogenous constructs X1, X2 and Z on Y is moderate. These findings provide an understanding of the impact of the independent variables in the model on the dependent variable (performance). An increase in the Adjusted R-square value indicates a greater contribution of the independent variables in explaining variations in the dependent variable. However, it is important to remember that there are still external factors that might influence performance, which are not included in this analysis. Apart from assessing whether or not there is a significant relationship between variables, you can also assess the magnitude of the influence between variables with Effect Size or f-square (Wong, 2013). F-square is an effect size that explains how large the proportion of variance is not explained and is calculated by changes in R-square. Cohen (1998 in Garson, 2016) groups F-square values into 3 categories, namely small effect (0.02), medium effect (0.15), and a large effect (0.35).

3.1.5. Hypothesis testing

Hypothesis testing in this research uses several criteria that must be met, namely original sample, t-statistics and P-values. These values can be seen from the bootstrapping results. The original sample value is used to see the direction of hypothesis testing. If the original sample shows a positive value, it means the direction is positive, and if the original sample value is negative, it means the direction is negative. The t-statistical test was carried out to test the influence of each independent variable partially on the dependent variable. In hypothesis testing it can be said to be significant when the T-statistics value is greater than 1.96, whereas if the T-statistics value is less than 1.96 then it is considered not significant (Ghozali, 2016). Then the last one is P-values, this criterion is also used to test the significance of a result. In this research, the p-values that must be achieved for a hypothesis to be accepted are $< 5\%$ or < 0.05 . To be able to say that a hypothesis is acceptable, the three criteria must be met. Hypothesis testing and suitability of the research model uses a PLS bootstrap equation model which produces coefficient of determination and path coefficient values and mediation tests on the specific indirect effect menu. The following is a picture of the bootstrap model test.

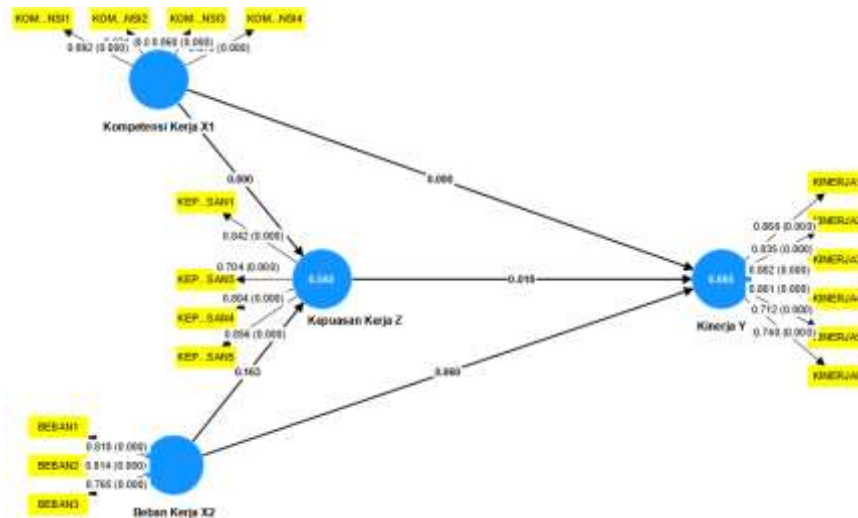


Fig. 9. Model Bootstrapping

Source: Primary data processed, 2024

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Beban Kerja X2 -> Kapuasan Kerja Z	0.150	0.151	0.107	1.397	0.163
Beban Kerja X2 -> Kinerja Y	0.153	0.156	0.081	1.879	0.060
Kepuasan Kerja Z -> Kinerja Y	0.206	0.203	0.087	2.358	0.018
Kompetensi Kerja X1 -> Kapuasan Kerja Z	0.654	0.653	0.084	7.795	0.000
Kompetensi Kerja X1 -> Kinerja Y	0.553	0.551	0.086	6.410	0.000

Fig. 10. Hasil Uji Hipotesis

Source: Primary data processed, 2024

- Hypothesis I: The effect of work competency (X1) on performance (Y). Based on the results of the hypothesis test in Figure 10, the original sample value is positive at 0.553. In addition, the t-statistical value of 6.410 turns out to be greater than the critical value of 1.96 and P Values $0.000 < 0.005$, so it can reach the required level of significance. Therefore, it can be concluded that the first hypothesis can be accepted which states that work competency (X1) has a positive and significant effect on performance (Y).
- Hypothesis II: Effect of workload (X2) on performance (Y) Based on the results of the hypothesis test, Figure 10 shows that the original sample value is positive at 0.153. Apart from that, the t-statistical value of 1.879 is lower than the critical value of 1.96 and P Values $0.060 > 0.005$. Therefore, it can be concluded that the second hypothesis can be accepted which states that workload (X2) has no effect on employee performance (Y).
- Hypothesis III: Work competency (X1) on job satisfaction (Z) Based on the results of the hypothesis test, Figure 10 shows that the original sample value is positive at 0.654. In addition, the t-statistical value of 7.795 turns out to be higher than the critical value of 1.96 and P Values $0.000 < 0.005$, so it can reach the required level of significance. Therefore, it can be concluded that the third hypothesis can be accepted which states that work competency has a positive and significant effect on job satisfaction
- Hypothesis IV: Workload (X2) on job satisfaction (Z) Based on the results of the hypothesis test, Figure 10 shows that the original sample value is positive at 0.15. In addition, the t-statistical value of 1.397 is lower than the critical value of 1.96 and P Values $0.163 > 0.005$, so it cannot reach the required level of significance. Therefore, it can be concluded that the fourth hypothesis can be accepted which states that Workload (X2) has no effect on Job Satisfaction (Z).
- Hypothesis V: Job satisfaction (Z) on performance (Y) Based on the results of the hypothesis test, Figure 10 shows that the original sample value is positive at 0.206. In addition, the t-statistical value of 2.358 turns out to be higher than the critical value of 1.96 and P Values $0.018 > 0.005$, so it can reach the required level of significance. Therefore, it can be concluded that the fifth hypothesis can be accepted which states that job satisfaction (Z) has a positive and significant effect on employee performance (Y).

3.1.6. Intervening Testing

	Original sample (O)	Sample mean (M)	Standard deviation (SDEV)	T statistics (O /SDEV)	P values
Beban Kerja X2 → Kepuasan Kerja Z → Kinerja Y	0.031	0.033	0.029	1.064	0.287
Kompetensi Kerja X1 → Kepuasan Kerja Z → Kinerja Y	0.134	0.131	0.058	2.314	0.021

Fig. 11. Hasil Uji Intervening

Source: Primary data processed, 2024

Based on mediation effect analysis to test the intervening variable Job Satisfaction, original sample, t-statistics and p-value in the final result specific indirect effect menu. The use of the original sample value is to see the direction of hypothesis testing. If the original sample shows a positive value, it means the direction is positive, and if the original sample value is negative, it means the direction is negative.

- Hypothesis VI: Work Competence (X1) on Performance (Y) through Job Satisfaction (Z) as an intervening variable. The influence of Work Competency (X1) on Performance (Y) through Job Satisfaction (Z) can be seen from the original sample estimate value which is positive, namely of 0.134, the t-statistic value of $2.314 > 1.96$ is significant. Based on this information, it can be concluded that Job Satisfaction (Z) can mediate the influence of Job Competence (X1) on Performance (Y)
- Hypothesis VII: Workload (X2) on performance (Y) through job satisfaction (Z) as an intervening variable. The effect of workload (X2) on performance (Y) through job satisfaction (Z) can be seen from the original sample estimate value which is positive namely 0.031, the t-statistic value of $1.064 < 1.96$ is not significant. Based on this information, it can be concluded that Job Satisfaction (Z) does not mediate the effect of Workload (X2) on Performance (Y).

3.1 Discussion

The first hypothesis (H1) states that work competence has a positive and significant effect on employee performance, which means that employee performance will increase when employees have high work competence. Discrepancy Theory, proposed by Porter (1961), emphasizes that job satisfaction can be measured through the difference between expectations and reality. Based on the indicators of the work competency variable on performance, there are indicators that predominantly influence employee performance, one of the indicators is the intellectual ability indicator, which states that PT Victoria Care Indonesia Tbk employees have good knowledge of knowledge at work. Employees who have a high level of work competency tend to have a more positive perception of the match between the desired and possessed skills. Therefore, they can achieve higher levels of job satisfaction based on Mismatch Theory. According to Hasibuan (2016), performance is a work result achieved by a person in carrying out his duties based on skill, effort and opportunity. The more abilities and expertise you have, the more you will be able to complete your work correctly, according to what has been determined. This means that employees who have better abilities and skills will provide better performance and vice versa. The results of this research are in line with the results of previous research conducted by Sabuhari et al (2020), Sudiarmo (2022). Chevy (2022).

The second hypothesis (H2) states that workload (X2) has no effect on employee performance (Y). This means that if employees are given a workload that exceeds their capacity, this will result in a decrease in employee performance. According to workload theory, high workload can affect employee performance. When the workload exceeds this capacity limit, performance will decrease (Kahneman, 1979). Based on indicators from the workload variable on performance, there are indicators that predominantly influence employee performance, one of the indicators is working conditions, that working conditions at PT Victoria Care Indonesia Tbk often require each employee to have work targets both inside and outside the office. This indicates that the workload of each employee is not balanced with their duties and responsibilities, this can cause fatigue which results in decreased employee performance. If employees have an excessive workload and are required to complete their responsibilities, this will cause physical and mental fatigue, which can result in decreased performance. Even though at work an employee usually targets what he wants to accomplish, if what is targeted is unreasonable and not supported by adequate abilities then this will have a negative impact on him because his expectations are not achieved. Based on workload theory, when the workload exceeds an individual's capacity, this can create a mismatch between expectations of achieving work targets and the reality that the workload is too heavy. This discrepancy can then result in physical and mental fatigue in employees, which in turn can lead to decreased performance. With high work target demands, creates a difference between realistic expectations and the reality of a workload that is too large. With this mismatch, employees can experience fatigue and decreased performance in accordance with workload theory. The results of this research are in line with the results of previous research conducted by Setiadi & Ramadhan, Gadzali, Yendri (2022), Sitompul & Simamora (2021)

The third hypothesis (H3) which states that work competency has a positive and significant effect on job satisfaction can be accepted. This means that if employees have a high level of work competency, it is likely that they will feel satisfied with their work. An employee with good Intellectual Ability may feel satisfied because he is able to handle complex tasks well. High interpersonal skills can help create a positive work environment, which can increase overall job satisfaction. According to Michael T. Brannick and Lisa M. Prince in their book entitled "Job Competence and the Curriculum" (Brannick & Prince, 1997), explains that the level of job satisfaction will increase if the competencies or skills possessed are in accordance with various tasks and responsibilities responsibilities in their work. Based on the indicators of the work competency variable on job satisfaction, there are indicators that predominantly influence job satisfaction, one of the indicators is results orientation ability, which states that in carrying out work, employees of PT Victoria Care Indonesia Tbk always oriented towards achieving optimal work results. If someone feels that their competence matches their job, then they

will be more likely to feel satisfied and motivated at work. If employees have a high level of work competency, they tend to feel satisfied with their work. A match between intellectual and interpersonal abilities with complex tasks and a positive work environment, as described in the theory, can create circumstances in which individual expectations are met. In other words, when work competencies match the duties and responsibilities carried out, employee expectations will be met and the potential for non-conformity is reduced. Work competency indicators, such as results orientation ability, can also be seen as part of the match between expectations and reality. If employees have an orientation towards achieving optimal results and are able to achieve them, this can align individual expectations with the reality of their work. Discrepancy Theory through the concept of suitability between work competencies and work tasks, which in turn can influence the level of employee job satisfaction. The results of this research are in line with the results of previous research conducted by Gunawan (2019), Dianita (2019).

The fourth hypothesis (H4) states that workload has no effect on job satisfaction. Workload has an insignificant effect on job satisfaction. This means that with the perceived workload, job satisfaction does not experience a significant increase. This hypothesis reflects the idea that not always every level of workload will have a clear and significant impact on the level of job satisfaction. Based on the indicators of the workload variable on job satisfaction, there are workload indicators that predominantly have no influence on job satisfaction, one of the indicators is the achievement of targets, that the targets given at PT Victoria Care Indonesia Tbk are felt by employees to be too high. This means that employees' expectations are not achieved, which results in decreased job satisfaction. Discrepancy Theory perspective, failure to achieve these expectations can create a mismatch between expectations and reality, which in turn can cause a decrease in job satisfaction. This mismatch can be caused by targets that are considered unrealistic or too high, so that employees experience failure in achieving them. The results of this research are in line with research conducted by Suartana and Dewi (2020), Pontoh (2022) which found that workload has an insignificant effect on Job satisfaction is where the high workload felt by employees will make employees feel dissatisfied with their work.

The fifth hypothesis (H5) states that job satisfaction has a positive and significant effect on employee performance. This means that employees who feel satisfied with their jobs tend to also show higher levels of performance. Discrepancy Theory related to the relationship between job satisfaction and employee performance can provide a deeper understanding of how these factors are related to each other and influence overall performance results. Based on the indicators of the job satisfaction variable on performance, there are indicators of job satisfaction that predominantly do not have an influence on employee performance, one of the indicators is promotion opportunities, that every employee at PT Victoria Care Indonesia Tbk has the same opportunity to be promoted. This is a person's positive feeling about their work which is obtained from a way of evaluating the characteristics of satisfaction itself. This hypothesis emphasizes the importance of job satisfaction management in improving employee performance and implies that efforts to increase job satisfaction can have a positive impact on organizational performance outcomes. Similar findings have been made by Cahyana (2017), Dewi (2022) and Khusnah (2019).

The sixth hypothesis (H6) states that work competency has a positive and significant effect on employee performance through job satisfaction as an intervening variable. This means that job satisfaction can mediate work competency on performance. High job competency can increase job satisfaction. This hypothesis shows that job satisfaction acts as a significant mediator in the relationship between job competency and performance. High work competency not only has a direct impact on employee performance, but also through increasing the level of job satisfaction. The results of this hypothesis provide a deeper understanding of the mechanisms by which work competence can improve employee performance through increasing job satisfaction. This can provide valuable guidance for companies in developing strategies to improve employee performance through increasing job competency and job satisfaction simultaneously. Discrepancy Theory can be applied by seeing that job satisfaction functions as a mediator variable that connects work competency with employee performance. Discrepancy Theory emphasizes the existence of a match or mismatch between expectations and reality, and in this case, a discrepancy can arise if the work competencies possessed by employees are not in line with the level of job satisfaction they experience. If employees have high work competence, but their job satisfaction is low due to various reasons such as a non-conductive work environment or a high workload, then this creates a mismatch. This discrepancy can then influence employee performance through the mediation mechanism of job satisfaction. Similar research results were conducted by Suristya & Adi (2021) and Hanafi et al (2021).

The seventh hypothesis (H7) states that job satisfaction does not mediate the effect of burden on employee performance. Indicators used to measure workload, such as working conditions, use of working time, and achievement of targets, do not show a significant mediation effect through job satisfaction on performance. Although high workload can influence job satisfaction, this hypothesis indicates that job satisfaction has not significantly moderated the relationship between workload and performance. These results indicate that job satisfaction has not been able to mediate workload on performance. Discrepancy Theory emphasizes the role of conformity or discrepancy between individual expectations for work and the reality experienced, Tebay (2021). This hypothesis reflects the idea that, although high workload can influence job satisfaction, the fit or mismatch has not significantly moderated the relationship between workload and performance. discrepancies between expectations and reality can create discrepancies that may motivate individuals to seek ways to reduce these discrepancies. However, in the context of this hypothesis, the results show that job satisfaction is not effective as a significant mediator in reducing the impact of workload on employee performance. The fundamental difference with the Grand Theory of Discrepancy is the focus on the effectiveness of job satisfaction as a mechanism for reducing the impact of workload on performance. Although Discrepancy Theory can highlight the importance of conformity between expectations and reality, in this hypothesis, job satisfaction is not considered as the main element that is able to reduce the impact of workload. Similar research results were also conducted by Alwi & Suhendra (2020) and Sutikno (2021).

4. Conclusion

- The results of the analysis show that work competency (X1) has a positive and significant effect on employee performance (Y). This indicates that the better work competence employees have, the higher their performance.

- The analysis results indicate that workload (X2) does not have a significant effect on employee performance (Y). This suggests that workload does not contribute significantly to the variation or change in the level of employee performance.
- The analysis results indicate that job competency (X1) has a positive and significant effect on job satisfaction (Z). This suggests that an increase in employees' job competency can have a significant positive impact on their level of job satisfaction.
- The analysis results indicate that workload (X2) does not have a significant effect on job satisfaction (Z). This suggests that workload does not contribute significantly to the variation or change in the level of job satisfaction in the context of the study..
- The analysis results indicate that job satisfaction (Z) has a positive and significant effect on performance (Y). This suggests that an increase or change in the level of employee job satisfaction has a positive and significant impact on their performance level.
- The analysis results show that job competency (X1) has a positive and significant effect on employee performance (Y) through job satisfaction (Z) as an intervening variable. This suggests that an increase in job competency not only directly affects employee performance but also has a positive impact through increasing their level of job satisfaction.
- The analysis results show that job satisfaction (Z) cannot mediate the effect of workload (X2) on employee performance (Y). This indicates that although workload can influence the level of job satisfaction, job satisfaction does not act as a mediator explaining how workload directly affects employee performance.

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