

THE INFLUENCE OF WORK DISCIPLINE, MOTIVATION AND COMPETENCE ON EMPLOYEE PERFORMANCE WITH JOB SATISFACTION AS AN INTERVENING VARIABLE AT THE NATIONAL NARCOTICS AGENCY (BNN) LANGKAT REGENCY

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Abstract

This study aims to analyze the influence of work discipline, motivation, and competence on employee performance with job satisfaction as an intervening variable at the National Narcotics Agency (BNN) of Langkat Regency. The independent variables in this study are work discipline, motivation, and competence; the dependent variable is employee performance; while the intervening variable is job satisfaction. This study uses a quantitative method with the Partial Least Squares – Structural Equation Modeling (PLS-SEM) approach through the SmartPLS application. The research sample was 39 respondents selected using a purposive sampling technique. The research instrument was a questionnaire with a Likert scale. Data analysis was carried out through evaluation of the outer model (validity and reliability) and the inner model (direct and indirect hypothesis testing). The results showed that: Work Discipline (X1) has a positive effect on Job Satisfaction (Z), with a path coefficient value (Original Sample column) of 0.173, and is significant, with a P-Value = 0.012 (Hypothesis Accepted). Work Discipline (X1) has a positive effect on Employee Performance (Y), with a path coefficient value (Original Sample column) of 0.235, with P-Value = 0.002 (Hypothesis Accepted). Job Satisfaction (Z) has a positive effect on Employee Performance (Y), with a path coefficient value (Original Sample column) of 0.942, with P-Value = 0.000 (Hypothesis Accepted). Competence (X3) has a positive effect on Job Satisfaction (Z), with a path coefficient value (Original Sample column) of 0.466, with P-Value = 0.000 (Hypothesis Accepted). Competence (X3) has a positive effect on Employee Performance (Y), with a path coefficient value (Original Sample column) of 0.472 with P-Value = 0.000 (Hypothesis Accepted). Motivation (X2) has a positive effect on Job Satisfaction (Z), with a path coefficient value (Original Sample column) of 0.502, with a P-Value = 0.000 (Hypothesis Accepted). Motivation (X2) has a positive effect on Employee Performance (Y), with a path coefficient value (Original Sample column) of 0.458, with a P-Value = 0.000 (Hypothesis Accepted). Employee Performance (Y) significantly mediates the relationship between Work Discipline (X1) and Job Satisfaction (Z), with a P-Value = 0.017 < 0.05 (Mediation Hypothesis Accepted). Employee Performance (Y) significantly mediates the relationship between Competence (X3) and Job Satisfaction (Z), with a P-Value = 0.000 < 0.05 (Mediation Hypothesis Accepted). Employee Performance (Y) significantly mediates the relationship between Motivation (X2) and Job Satisfaction (Z), with P-Value = 0.000 < 0.05 (Mediation Hypothesis Accepted). The implication of this study is the need for the management of the Langkat Regency BNN to continue to improve work discipline, work motivation, and employee competence, as well as create a work environment that supports job satisfaction, so that employee performance can be improved sustainably.

Keywords: *Work Discipline, Motivation, Competence, Job Satisfaction, Employee Performance, SmartPLS.*

A. Background

Human resources (HR) are a strategic asset for every organization, including government agencies, as the quality of their human resources will significantly determine the success of achieving the organization's vision and mission. In the context of law enforcement agencies such as the National Narcotics Agency (BNN) of Langkat

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Regency, employee performance plays a crucial role in supporting efforts to prevent, eradicate, and combat drug abuse and illicit trafficking (P4GN). Therefore, improving employee performance needs to be a primary management focus. Employee performance is influenced by various factors, including work discipline, motivation, and competence. Work discipline reflects the level of employee compliance with applicable regulations, rules, and work procedures. Employees with high levels of discipline tend to work more regularly, punctually, and responsibly, thus contributing positively to the achievement of performance targets. According to Rivai (2020), good work discipline will create high work effectiveness and efficiency.

Table 1.1 Pre-Survey Results for Employee Performance Variable (Y)

No	Statement	Agree		Don't agree	
		frequency	%	frequency	%
1	I achieve the work targets set by my work unit	10	50%	10	50%
2	The quality of my work meets the expected standards.	10	50%	10	50%
3	I completed the assignment on time and without much revision.	9	45%	11	55%
4	I am able to work together with colleagues to achieve organizational targets.	5	25%	15	75%
5	I made a real contribution to the success of the P4GN program.	10	50%	10	50%

Source: By Researcher (2025)

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Based on the results of the pre-survey above, it can be concluded that:

1. **Achievement of work targets** still not optimal, as seen from only 50% of respondents who agreed that they were able to achieve the set work targets, while the other 50% felt they were not able to meet them.
2. **Quality of work results** also shows a balanced condition between respondents who meet standards (50%) and those who do not meet standards (50%), indicating the need for consistent improvement in work quality.
3. **Timeliness of task completion** is still an obstacle, where only 45% of respondents feel able to complete assignments on time without many revisions, while the other 55% experience delays or quite frequent revisions.
4. **Teamwork** is the weakest aspect, with only 25% of respondents feeling able to work together effectively to achieve organizational targets, while the majority (75%) admitted they still experience difficulties in collaboration.
5. **Contribution to the P4GN program** It was assessed that half of the respondents (50%) had made a real contribution, while the other half did not feel they had made a significant contribution.

Overall, the pre-survey results indicate that employee performance remains moderate, with the most significant weakness being teamwork. Furthermore, work target achievement, output quality, and timeliness require improvement.

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Table 1.2 Pre-Survey Results for Discipline Variable (X1)

No	Statement	Agree		Don't agree	
		frequency	%	frequency	%
1	I came on time according to the working hours set.	9	45%	11	55%
2	I comply with internal regulations and SOPs in carrying out my duties	8	40%	12	60%
3	I always attend the required roll call/meetings	9	45%	11	55%
4	I follow administrative procedures (attendance, reports) consistently	5	25%	15	75%
5	I completed the work within the specified deadline.	10	50%	10	50%

Source: By Researcher (2025)

Based on the results of the pre-survey above, it can be concluded that:

1. **Time discipline** still low, as seen from only 45% of respondents who admitted to arriving on time, while 55% were often late.
2. **Compliance with regulations and SOPs** not optimal, where only 40% comply, while the majority of 60% are still inconsistent.
3. **Attendance at roll call/meeting is mandatory** also not good, with an attendance rate of only 45% of respondents.
4. **Administrative compliance** is the weakest aspect, because only 25% of respondents consistently follow procedures such as attendance and reporting, while 75% have not implemented them properly.
5. **Completion of work on time** relatively better than other aspects, but still not satisfactory, because only 50% completed by the deadline.

Overall, employee discipline remains low. The main issues lie in adherence to administrative procedures, punctual attendance, and consistent adherence to standard operating procedures (SOPs). This situation has the potential to hinder work effectiveness and the achievement of organizational targets. Therefore, discipline development, stricter supervision, and the implementation of clear sanctions and rewards are needed to encourage positive behavioral changes.

Table 1.3 Pre-Survey Results for Work Motivation Variable (X2)

No	Statement	Agree		Don't agree	
		frequency	%	frequency	%
1	I am motivated to achieve work targets without having to be constantly directed.	10	50%	10	50%
2	I took the initiative to find ways to complete the task better.	7	35%	13	55%
3	I feel excited to work every day	9	45%	11	55%
4	I have a desire to improve my work performance independently.	5	25%	15	75%
5	I am willing to accept additional tasks if they are beneficial to the organization.	10	50%	10	50%

Source: By Researcher (2025)

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Based on the results of the pre-survey above, it can be concluded that:

1. **Motivation to achieve work targets independently** is at a moderate level, with 50% of respondents feeling capable of working without constant direction, while the other 50% still need external encouragement.
2. **Initiative in completing tasks** is relatively low, because only 35% of respondents are actively looking for ways to improve work results.
3. **Daily work enthusiasm** is also not optimal, where only 45% of respondents feel enthusiastic every day.
4. **The desire to improve performance independently** is the weakest aspect, with only 25% of respondents having a strong drive to develop without coercion.
5. **Willingness to accept additional assignments** is at a moderate level, because half of the respondents (50%) are willing to accept extra responsibility for the benefit of the organization.

Overall, employee motivation levels remain moderately low. The main weaknesses lie in low personal initiative and a lack of desire to independently improve performance. This highlights the need for strategies to increase internal motivation through achievement-based reward programs, career development, and coaching that foster a sense of ownership and responsibility for the work. Besides discipline, work motivation is also a key driver in improving employee performance. Motivation can stem from internal factors such as the desire to achieve, as well as external factors such as incentives and rewards. Motivated employees will have greater energy, creativity, and perseverance in carrying out their duties. Robbins & Judge (2019) emphasize that the right motivation can significantly increase employee commitment and productivity. The next factor is competence, which encompasses the knowledge, skills, and attitudes employees possess to carry out their duties effectively. Adequate competence enables BNN employees to work professionally, quickly, and precisely, particularly in handling narcotics cases, which require high precision and integrity. Spencer & Spencer (2019) state that competence relevant to job demands will strengthen an individual's ability to achieve optimal performance.

Table 1.4 Pre-Survey Results for Competency Variable (X3)

No	Statement	Agree		Don't agree	
		frequency	%	frequency	%
1	I have sufficient technical knowledge to carry out P4GN duties.	10	50%	10	50%
2	I have the operational skills needed in my daily work.	9	45%	11	55%
3	I am able to solve work problems effectively.	9	45%	11	55%
4	I continue to try to improve my competency through training or self-study.	7	30%	13	70%
5	My professional attitude supports the implementation of tasks (careful, responsible).	10	50%	10	50%

Source: By Researcher (2025)

Based on the results of the pre-survey above, it can be concluded that:

1. **Technical knowledge** Employees' knowledge in carrying out P4GN tasks is at a moderate level, with 50% of respondents feeling adequate, while the other 50% do not have sufficient knowledge.
2. **Operational skills** still needs to be improved, because only 45% of respondents felt they had the skills needed for daily work.
3. **Problem solving skills** also classified as moderate, with 45% of respondents able to cope effectively.
4. **Efforts to improve competence** is the weakest aspect, where only 30% of respondents actively participate in training or independent learning, while the majority, 70%, have not done so consistently.
5. **Professional attitudes** such as accuracy and responsibility are at a moderate level, with 50% of respondents assessing that their professional attitude supports the implementation of tasks.

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Overall, employee competency remains moderate and requires significant improvement, particularly in self-development through training and independent learning. Limited operational skills and technical knowledge, as well as low motivation to develop competencies, can impact the effectiveness of P4GN task implementation. Strategies to strengthen employee capacity through ongoing training programs, technical assistance, and a competency-based performance appraisal system are needed. However, the relationship between work discipline, motivation, and competence on employee performance is not always direct. Job satisfaction can be a variable that mediates the influence of these three factors. Employees who are satisfied with their jobs will be more motivated to maintain or even improve their performance. Job satisfaction reflects the extent to which employees feel happy, valued, and fulfilled in the work environment. According to Luthans (2019), job satisfaction plays a crucial role in shaping employee loyalty and commitment to the organization.

Table 1.5 Pre-Survey Results for Job Satisfaction Variable (Z)

No	Statement	Agree		Don't agree	
		frequency	%	frequency	%
1	I am satisfied with the working environment conditions (facilities, comfort).	10	50%	10	50%
2	I feel that the appreciation for my work is adequate (recognition/rewards).	9	45%	11	55%
3	I am satisfied with the career/skill development opportunities at the agency.	9	45%	11	55%
4	I feel there is a balance between the workload and the compensation received.	7	30%	13	70%
5	Overall, I feel satisfied working at the Langkat Regency BNN	10	50%	10	50%

Source: By Researcher (2025)

Based on the results of the pre-survey above, it can be concluded that:

1. **Satisfaction with the work environment** is at a moderate level, with 50% of respondents feeling satisfied with the existing facilities and comfort, while the other 50% are not yet satisfied.
2. **Appreciation for work** considered inadequate by the majority of employees, because only 45% felt they received appropriate recognition or compensation.
3. **Career and skill development opportunities** also not optimal, with 45% of respondents feeling satisfied, while 55% felt they did not get the opportunity.
4. **Balance of workload and compensation** is the weakest aspect, only 30% of respondents felt balanced, while the majority of 70% felt the workload was greater than the compensation received.
5. **Overall job satisfaction** is at a moderate level, with 50% of respondents feeling satisfied working at the Langkat Regency BNN.

Employee job satisfaction is in the moderate to low category. The main problems lie in the imbalance between workload and compensation, lack of recognition, and limited career development opportunities. This has the potential to reduce employee motivation and performance if not addressed promptly. Strategies to increase job satisfaction are needed through improved reward systems, equitable workload distribution, improved work facilities, and clear career development programs. The Langkat Regency National Narcotics Agency (BNN) was chosen as the research location because this area has a high level of vulnerability to drug trafficking, which requires optimal performance from each employee. Furthermore, based on initial observations and internal performance reports, challenges remain, such as inconsistent activity schedules, slow follow-up on reports, and irregular implementation of rehabilitation and counseling programs. This raises questions about the extent to which internal factors such as discipline, motivation, and competence influence employee performance at the

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Langkat Regency BNN. In the context of the Langkat Regency National Narcotics Agency (BNN), high work challenges, complex workloads, and significant operational pressures require employees to have optimal discipline, motivation, and competence. When these factors are combined with good job satisfaction, employee performance is expected to improve, effectively achieving organizational targets and objectives. Based on the description, this research is important to analyze the influence of work discipline, motivation, and competence on employee performance with job satisfaction as an intervening variable at the Langkat Regency BNN, in order to provide policy recommendations in improving the quality of human resources and organizational performance.

B. Identification of problems

Based on the background that has been described, several problems that occurred at the Langkat Regency BNN can be identified, including:

1. Employee work discipline is not optimal, which can be seen from the fact that there are still employees who arrive late, do not comply with work procedures, and are inconsistent in carrying out their duties.
2. The work motivation of some employees is still low, which is reflected in the lack of initiative, fluctuating work enthusiasm, and dependence on superior direction without independent drive to achieve.
3. Employee competencies are not evenly distributed, both in terms of technical knowledge, operational skills, and professional attitudes, so that they influence the effectiveness of the implementation of P4GN programs and activities.
4. Employee job satisfaction varies, where some employees feel dissatisfied with the work environment, rewards, or career development opportunities, which can affect work morale.
5. Employee performance is not optimal, which can be seen from the inconsistent achievement of work targets, delays in completing work, and deficiencies in the quality of work output.
6. The suboptimal use of job satisfaction as a driving factor that can strengthen the influence of work discipline, motivation, and competence on improving employee performance.

C. Formulation of the problem

1. Does work discipline have a positive and significant influence on employee performance at the National Narcotics Agency of Langkat Regency?
2. Does work discipline have a positive and significant influence on employee job satisfaction at the National Narcotics Agency of Langkat Regency?
3. Does work motivation have a positive and significant influence on employee performance at the National Narcotics Agency of Langkat Regency?
4. Does work motivation have a positive and significant influence on employee job satisfaction at the National Narcotics Agency of Langkat Regency?
5. Does competence have a positive and significant influence on employee performance at the National Narcotics Agency of Langkat Regency?
6. Does competence have a positive and significant influence on employee job satisfaction at the National Narcotics Agency of Langkat Regency?
7. Does job satisfaction have a positive and significant influence on employee performance at the National Narcotics Agency of Langkat Regency?
8. Does work discipline have a positive and significant effect on employee performance through job satisfaction as an intervening variable at the National Narcotics Agency of Langkat Regency?
9. Does work motivation have a positive and significant effect on employee performance through job satisfaction as an intervening variable at the National Narcotics Agency of Langkat Regency?
10. Does competence have a positive and significant effect on employee performance through job satisfaction as an intervening variable at the National Narcotics Agency of Langkat Regency?
- 11.

D. Research purposes

1. Analyzing the influence of work discipline on the performance of BNN employees in Langkat Regency.
2. Analyzing the influence of work discipline on job satisfaction at the Langkat Regency BNN.
3. Analyzing the influence of work motivation on the performance of BNN employees in Langkat Regency.
4. Analyzing the influence of work motivation on job satisfaction at the Langkat Regency BNN.

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5. Analyzing the influence of competence on the performance of BNN employees in Langkat Regency.
6. Analyzing the influence of competence on job satisfaction at the Langkat Regency BNN.
7. Analyzing the influence of job satisfaction on the performance of BNN employees in Langkat Regency.
8. Analyzing the influence of work discipline with job satisfaction as an intervening variable on the performance of BNN employees in Langkat Regency.
9. Analyzing the influence of motivation with job satisfaction as an intervening variable on the performance of BNN employees in Langkat Regency.
10. Analyzing the influence of competence with job satisfaction as an intervening variable on the performance of BNN employees in Langkat Regency.

E. Benefits of research

1. Theoretical Benefits

- a) Contributing to the development of human resource management science, particularly regarding the relationship between work discipline, motivation, and competence on employee performance with job satisfaction as an intervening variable.
- b) To be an additional reference for other researchers in enriching the literature regarding factors that influence the performance of public sector employees, especially in government agencies that focus on eradicating narcotics.
- c) Provides an empirical basis to support theories of performance management and organizational behavior.

2. Practical Benefits

- a) **For the Langkat Regency BNN:** Providing input to leaders in formulating strategies to improve employee performance by strengthening work discipline, motivation, and competence and assisting agencies in creating policies that can increase employee job satisfaction so that it has an impact on optimizing the achievement of the organization's vision and mission.
- b) **For Employees:** Provides an understanding of the importance of discipline, motivation, and competence in improving work quality and how job satisfaction can be a factor that supports productivity.

3. Academic Benefits

- a) To be a reference and study material for students, academics, and other researchers who wish to conduct further research related to the performance of public sector employees with the intervening variable of job satisfaction.
- b) Increasing academic insight, especially in the context of human resource management research in non-ministerial government institutions.

LITERATURE REVIEW

A. Theoretical Framework

1. Employee Performance

a. Understanding Employee Performance

According to Mangkunegara (2021), employee performance is the work results achieved by an individual in carrying out tasks in accordance with the responsibilities and standards set by the organization. Performance is an indicator of the success of individuals and the institution as a whole. According to Wibowo (2022), performance is the work results obtained from specific job functions within a specific time period. Employee performance is influenced by many factors, including ability, motivation, and the work environment. According to Robbins & Judge (2022), performance is the work results achieved by employees in carrying out their duties in accordance with assigned responsibilities. Performance reflects an individual's effectiveness and efficiency in achieving organizational goals.

b. Performance Factors

According to Mangkunegara (2021), the factors that influence employee performance are as follows:

1. **Quality of Work:** Describes the level of accuracy, precision, and work results of employees in accordance with standards. Employees who are able to complete tasks without many errors demonstrate high work quality.

2. **Quantity of Work:** Measures the volume or amount of work completed in a given time. Indicates employee productivity.
 3. **Punctuality:** The ability to complete work on or before the deadline. Closely related to work efficiency.
 4. **Responsibility:** The employee's readiness and awareness to bear the consequences of the work they do. Responsible employees do not avoid tasks or blame others.
 5. **Attendance (Absence):** Consistency and frequency of employee attendance at work. Attendance reflects discipline and loyalty to duties.
 6. **Teamwork Skills:** The ability of individuals to work harmoniously in a team. Influences the success of cross-unit work.
- c. **Employee performance indicators**
According to Mangkunegara (2021), it includes:
1. Quality of work
 2. Quantity of work
 3. Punctuality
 4. Presence
 5. Ability to work together

2. Work Discipline

a. Understanding Work Discipline

According to Rivai & Sagala (2021), work discipline is an attitude or behavior that demonstrates obedience and compliance with the regulations, norms, and work ethics applicable within an organization. Work discipline is a form of employee responsibility for their duties. According to Hasibuan (2020), work discipline is a person's awareness and willingness to comply with all applicable regulations and norms. According to Yohny Anwar (2005), work discipline is an attitude and behavior that demonstrates employee compliance with organizational regulations as a form of responsibility and professionalism in carrying out tasks. High discipline reflects employee integrity and loyalty to the organization. In a recent study, Winanda & Anwar (2022) demonstrated that discipline significantly impacts employee performance, particularly in the public sector. Discipline encompasses not only punctuality but also the ability to complete tasks according to standard operating procedures (SOPs).

b. Work Discipline Factors

According to Hasibuan (2020), the factors that influence work discipline are as follows:

1. **Employee Personal Awareness:** Discipline in arriving and leaving the office. Employees who comply with working hours demonstrate a commitment to regulations.
2. **Compliance with Organizational Regulations:** Comply with SOPs, ethics, and the agency's code of conduct. Reflect employee awareness of maintaining administrative order.
3. **No-Excuse Attendance Rate:** No unauthorized leave, truancy, or unexplained leave. Demonstrates integrity and a high work ethic.
4. **Exemplary Behavior and Obedience to Superiors:** Respect and obey the instructions of superiors. This obedience facilitates work coordination.

c. Discipline Indicator

Discipline Indicators (Rivai & Sagala, 2021) are as follows:

1. Compliance with working hours
2. Compliance with regulations
3. Responsibility for work
4. Consistency in work behavior

3. Work motivation

a. Understanding Work Motivation

Work motivation is an internal and external condition that stimulates a person's desire to perform work optimally. Robbins and Judge (2022) state that motivation is a process that explains a person's intensity, direction, and persistence in achieving goals. According to Wibowo (2022), work motivation is a drive originating from within or outside an individual that causes someone to undertake work activities to achieve specific goals.

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According to Anwar (2005), motivation is an internal and external drive that causes someone to act to achieve a specific goal. In a work context, motivation plays a crucial role in shaping work ethic and improving performance. A study by Gunawan et al. (2025) added that in modern government organizations, employee motivation is influenced by the work environment, recognition, and opportunities for self-development. High motivation impacts increased employee productivity and loyalty.

b. Motivational Factors

Factors that influence motivation according to Robbins & Judge, (2022) are as follows:

1. **Recognition:** Rewards or praise for good performance. Increases enthusiasm and a sense of appreciation.
2. **Supportive Work Environment:** Readiness to shoulder the workload and make decisions. Increased sense of ownership of the task.
3. **Opportunity to Grow:** Having clear training, promotions, or career paths. Motivating employees to continue learning and improving themselves.
4. **Job Satisfaction:** Feelings of joy, comfort, and pride in carrying out tasks. Increased loyalty and reduced turnover.
5. **Personal Goals Align with Organizational Goals:** Motivation increases when employees feel their work is meaningful. This fosters a consistent work ethic.

c. Motivation Indicator

According to Robbins & Judge, (2022) motivation indicators are as follows:

1. Need for actualization
2. Personal achievements
3. Support and appreciation
4. Job responsibilities
5. Development opportunities

4. Competence

a. Understanding Competence

Competence is a fundamental individual characteristic associated with effectiveness or superior performance at work. Competence is the basic ability a person possesses that enables them to perform a job well. Spencer & Spencer (2021) state that competence consists of measurable characteristics such as skills, knowledge, and attitudes. According to Mangkunegara (2021): Competence is a fundamental factor possessed by a person that directly influences superior or effective performance in the workplace. Mangkunegara emphasizes that competence is not only hard skills, but also includes soft skills and work ethics. According to Wibowo (2022): Competence is the work ability of each individual, encompassing aspects of knowledge, skills, and work attitudes that are in accordance with established standards. Competence is an integration of cognitive, psychomotor, and affective aspects and can be measured based on organizational standards

b. Competency Factor

Competence Factors according to Spencer & Spencer, (2021) are as follows:

1. **Knowledge:** Mastery of theory, work procedures, regulations, and technical information related to the task. Determining the quality of work results.
2. **Skills:** Technical and non-technical skills to perform tasks (computers, communication, problem-solving). Helps work efficiency and effectiveness.
3. **Work Attitude:** Respond positively to assignments, superiors, coworkers, and regulations. Encourage professional and ethical behavior.
4. **Adaptability:** Ability to adapt to changes in organization, technology, and work situations. This is crucial in dealing with the dynamics of public work, such as at the National Narcotics Agency (BNN).
5. **Problem Solving Skills:** Able to make quick and accurate decisions when facing work obstacles. Increase the effectiveness of public services.

c. Competency Indicators

Competency Indicators According to Wibowo (2022): In his book "Performance Management" he states that competence consists of three main aspects, namely:

1. Knowledge
2. Skills
3. Attitude

5. Job satisfaction

a. Understanding Job Satisfaction

Job satisfaction is a psychological variable that reflects an employee's level of comfort and positive feelings about their job. Job satisfaction encompasses an individual's attitude toward various aspects of their job, such as salary, working conditions, relationships with coworkers, career development opportunities, and the perceived fit between expectations and reality. According to Robbins & Judge (2019) **Job satisfaction is an individual's general attitude toward their job, indicating the extent to which they like or dislike their work. This attitude reflects both positive and negative evaluations of the job.**

According to Luthans (2019) Job satisfaction is a pleasant or positive emotional state resulting from evaluating one's job or work experiences. Job satisfaction occurs when what one desires from a job matches or exceeds what one obtains.

b. Factors that influence job satisfaction

Several factors that influence the level of employee job satisfaction include: (Robbins & Judge (2019))

1. The work itself– The level of challenge, variety and autonomy provided in the job.
2. Wages– Compliance between compensation received and workload and market standards.
3. Promotion opportunities– There is an opportunity to increase position or responsibility.
4. Supervision– Quality of relationship with superiors, including the support and guidance provided.
5. Relationships with coworkers– Good social interaction, cooperation and team support.

According to Luthans (2019), job satisfaction is influenced by the following factors:

1. Working conditions– Facilities, security, and comfort of the work environment.
2. Job suitability with skills– Work that matches your competencies tends to increase satisfaction.
3. Recognition and awards– Appreciation for employee achievements.
4. Organizational policies and administration– Procedures that are clear, fair, and do not burden employees.

Based on these theories, the most relevant factors in the BNN environment are:

1. Intrinsic factors: job challenges, pride in tasks, responsibility, recognition for performance, and opportunities for growth.
2. Extrinsic factors: salary and benefits, safe working conditions, supervisor support, co-worker relationships, clear work procedures, and promotion opportunities.

c. Job Satisfaction Indicators

According to Luthans (2019) Job satisfaction indicators include:

1. The work itself→ satisfaction derived from challenging tasks, learning opportunities, and goal achievement.
2. Salary and benefits→ the amount of compensation received is in accordance with the work done.
3. Promotion → opportunities to grow within the organization.
4. Supervision→ the superior's ability to motivate, guide, and provide support.
5. Work relationship→ positive interaction and cooperation among employees.

B. CONCEPTUAL FRAMEWORK

The conceptual framework is a logical basis for thinking that explains the relationship between the variables being studied. In this study, there are three independent variables: Work Discipline, Motivation, and Competence; one dependent variable: Employee Performance; and one intervening variable: job satisfaction.

This conceptual framework is built on previous theories and research results which show that:

1. Work Discipline contribute to forming work behavior that is compliant with rules, punctual, and responsible.
2. Motivation be the main driver for employees in achieving work goals and increasing work morale.
3. Competence describes the abilities and skills required by employees to carry out their duties effectively and efficiently.
4. Employee Performance reflects the success of employees in completing tasks according to established standards.

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5. The Role of Job Satisfaction as an Intervening Variable
Job satisfaction can strengthen or mediate the influence of work discipline, motivation, and competence on employee performance. This means that the positive influence of these three variables will be even greater if employees are also satisfied with their jobs.

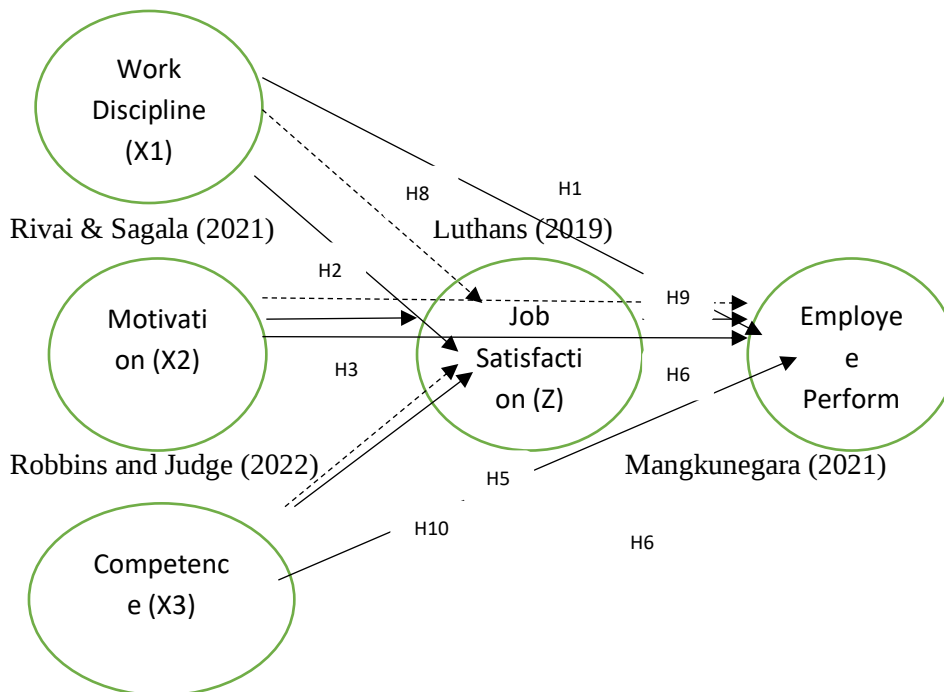


Figure 2.1 Conceptual Framework of the Research

Source: Data Processed by Researchers, 2025

C. RESEARCH HYPOTHESIS

According to Mangkunegara (2022), a hypothesis is closely related to theory. A hypothesis is a guess or tentative answer to a question posed in a research problem formulation. It's called a tentative answer because the answer is derived from theory. Based on the results of previous research and the theories adopted, several hypotheses were drawn as temporary answers, namely:

H1: Work discipline has a positive and significant effect on the performance of BNN Langkat Regency employees.

H2: Work discipline has a positive and significant effect on job satisfaction at the Langkat Regency BNN.

H3: Work motivation has a positive and significant effect on the performance of BNN Langkat Regency employees.

H4: Work motivation has a positive and significant effect on job satisfaction at the Langkat Regency BNN.

H5: Competence has a positive and significant effect on the performance of BNN Langkat Regency employees.

H6: Competence has a positive and significant effect on job satisfaction at the Langkat Regency BNN.

H7: Job satisfaction has a positive and significant effect on the performance of BNN Langkat Regency employees.

H8: Work discipline has a positive and significant effect on employee performance with job satisfaction as an intervening variable at the Langkat Regency BNN.

H9: Motivation has a positive and significant effect on employee performance with job satisfaction as an intervening variable at the Langkat Regency BNN.

H10: Competence has a positive and significant effect on employee performance with job satisfaction as an intervening variable at the Langkat Regency BNN.

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RESEARCH METHODS

A. Type of Research

This study uses an associative quantitative approach to determine the effect of independent variables (work discipline, motivation, and competence) on the dependent variable (employee performance) and job satisfaction as an intervening variable. This approach was chosen because it allows for statistical testing of the relationships between variables. (Sugiyono (2022).

B. Location and Time of Research

The research was conducted at the National Narcotics Agency (BNN) of Langkat Regency, North Sumatra Province, in 2024.

C. Population and Sample

The sample consisted of 39 active employees within the Langkat Regency National Narcotics Agency (BNN). Census sampling was used to determine the sample size, as the population size was relatively small, and all members were included as respondents. (Sugiyono (2022) states that census sampling is used when the population is <100.)

D. Operational Definition of Research Variables

Table 3.2 Operational Definitions of Variables

No	Variables	Operational Definition	Indicator	Scale
1	Employee Performance (Y)	Employee performance is the work results achieved by a person in carrying out tasks in accordance with the responsibilities and standards set by the organization. Mangkunegara (2021)	1. Quality of work 2. Quantity of work 3. Punctuality 4. Presence 5. Ability to work together Mangkunegara (2021)	Likert
2	Work Discipline (X1)	Work discipline is an attitude or behavior of obedience and compliance with the regulations, norms and work ethics that apply in an organization. Rivai & Sagala (2021)	1. Compliance with working hours 2. Compliance with regulations 3. Responsibility for work 4. Consistency in work behavior Rivai & Sagala (2021)	Likert
3	Motivation (X2)	States that motivation is a process that explains a person's intensity, direction, and persistence in achieving goals. Robbins and Judge (2022)	1. Need for actualization 2. Personal achievements 3. Support and appreciation 4. Job responsibilities 5. Development opportunities Robbins and Judge (2022)	Likert
4	Competence (X3)	Competence is the work ability of each individual which includes aspects of knowledge, skills and work attitudes that are in accordance with established standards. Wibowo (2022)	1. Knowledge 2. Skills 3. Attitude Wibowo (2022)	Likert

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No	Variables	Operational Definition	Indicator	Scale
5	Job Satisfaction (Z)	Job satisfaction is a pleasant or positive emotional state resulting from an assessment of one's job or work experience. Luthans (2019)	1. The work itself 2. Salary and benefits 3. Promotion 4. Supervision 5. Work relationship Luthans (2019)	Likert

Source: Author 2025

E. Data Collection Techniques

1. **Questionnaire:** Distributed to respondents to measure perceptions of each variable.
2. **Documentation:** Collecting secondary data in the form of organizational structure, number of employees, performance reports, etc.

F. Data Analysis Techniques

1. Data Analysis Stages with SmartPLS

SmartPLS is software used to implement the Partial Least Squares – Structural Equation Modeling (PLS-SEM) method. PLS-SEM is a multivariate analysis approach that combines factor analysis and multiple regression to examine relationships between latent variables. According to Hair et al. (2021), PLS-SEM is suitable for use when:

1. The aim of the research is prediction and theory development.
2. The model used is complex, encompassing many constructs, indicators, and relationship pathways.
3. The data is not normally distributed.
4. The sample size is relatively small but we still want to do SEM analysis.

In this study, SmartPLS was used because the model has a mediating variable (job satisfaction), involves many indicators, and aims to test both direct and indirect influences.

a. Evaluation of Measurement Model (Outer Model)

The outer model describes the relationship between latent variables and their indicators. According to Ghazali & Latan (2015), evaluation of the measurement model is carried out through:

1. Convergent Validity Test
 - Judging from the loading factor (> 0.7 is recommended, but 0.6 is still acceptable in the early stages of scale development – Hair et al., 2021).
 - The Average Variance Extracted (AVE) value must be > 0.50 (Fornell & Larcker, 1981).
2. Discriminant Validity Test
 - *Fornell-Larcker Criterion*: the square root of the AVE of each construct must be greater than the correlation between constructs.
 - *Cross Loading*: the indicator must have the highest loading on the construct it measures compared to other constructs.
3. Reliability Test
 - Cronbach's Alpha > 0.70
 - Composite Reliability (CR) > 0.70 (Nunnally & Bernstein, 1994).

b. Structural Model Evaluation (Inner Model)

The inner model describes the relationships between latent constructs. According to Hair et al. (2021), evaluation is conducted through:

1. Coefficient of Determination (R^2)
 - $R^2 \geq 0.75$ = strong
 - $R^2 \geq 0.50$ = moderate
 - $R^2 \geq 0.25$ = weak
2. Predictive Relevance (Q^2)
 - Using blindfolding to see the predictive ability of the model.
 - A Q^2 value > 0 indicates that the model has predictive relevance.
3. Path Coefficient Significance Test
 - Using the bootstrapping method to obtain the t-statistic and p-value.
 - The hypothesis is accepted if the p-value < 0.05 and the t-statistic > 1.96 ($\alpha = 5\%$).

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c. Mediation Test (Intervening Variable)

Job satisfaction acts as an intervening variable linking work discipline, motivation, and competence to employee performance. According to Baron & Kenny (1986) and supported by Hair et al. (2021), mediation is tested through the indirect effect:

- 1) Full Mediation: direct effect is not significant, indirect effect is significant.
- 2) Partial Mediation: direct and indirect effects are significant.

RESEARCH RESULT

A. Data Analysis Methods

According to Mahmud and Ratmono (2013), SEM-PLS can work efficiently with small sample sizes and complex models. Furthermore, the data distribution assumptions in SEM-PLS are relatively looser than those in CB-SEM. Estimation with CB-SEM requires a series of assumptions to be met, such as multivariate data normality, minimum sample size, homoscedasticity, and so on. Mahfud and Ratmono (2013) stated that the estimation results of the two are not significantly different, so SEM-PLS can be a good proxy for CB-SEM. SEM-PLS can still produce estimates even for small sample sizes and deviations from the multivariate normality assumption. SEM-PLS can therefore be viewed as a nonparametric approach to CB-SEM. Furthermore, when CB-SEM assumptions are not met, SEM-PLS can be an appropriate method for theory testing. Mahfud and Ratmono (2013:9-13) state that if the data precisely meets CB-SEM assumptions, such as minimum sample size and normal distribution, then choose CB-SEM. Otherwise, choose SEM-PLS. SEM-PLS is a nonparametric approach; it can work well even for extremely non-normal data.

B. Outer Model Evaluation(Measurement Model): Validity and Reliability Testing

Convergent validity is part of the measurement model (measurement model) which in SEM-PLS is usually referred to as the outer model while in covariance-based SEM it is called confirmatory factor analysis (CFA) (Mahfud and Ratmono, 2013). There are two criteria to assess whether the outer model (measurement model) meets the requirements for convergent validity for reflective constructs, namely (1) loading must be above 0.7 and (2) a significant p-value (<0.05) (Hair et al. in Mahfud and Ratmono, 2013). However, in some cases, the loading requirement above 0.7 is often not met, especially for newly developed questionnaires. Therefore, loadings between 0.40-0.70 should still be considered to be maintained (Mahfud and Ratmono, 2013). Indicators with loadings below 0.40 should be removed from the model. However, for indicators with loadings between 0.40 and 0.70, we should analyze the impact of the decision to remove them on the average variance extracted (AVE) and composite reliability. We can remove indicators with loadings between 0.40 and 0.70 if they increase the average variance extracted (AVE) and composite reliability above their thresholds (Mahfud and Ratmono, 2013). The threshold for AVE is 0.50 and for composite reliability is 0.7. Another consideration in removing indicators is their impact on the content validity of the construct. Indicators with small loadings are sometimes retained because they contribute to the content validity of the construct (Mahfud and Ratmono, 2013). Table 4.1 presents the loading values for each indicator.

Table 4.1 Validity Testing based on Factor Loading

	Work Discipline (X1)	Job Satisfaction (Z)	Employee Performance (Y)	Competence (X3)	Motivation (X2)
X1.1	0.928				
X1.2	0.927				
X1.3	0.955				
X1.4	0.929				
X2.1					0.875
X2.2					0.85
X2.3					0.902
X2.4					0.856
X2.5					0.72
X3.1				0.942	
X3.2				0.935	

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	Work Discipline (X1)	Job Satisfaction (Z)	Employee Performance (Y)	Competence (X3)	Motivation (X2)
X3.3				0.967	
Y1			0.929		
Y2			0.834		
Y3			0.932		
Y4			0.866		
Y5			0.881		
Z1		0.871			
Z2		0.834			
Z3		0.927			
Z4		0.843			
Z5		0.967			

Source: Processed by SmartPLS

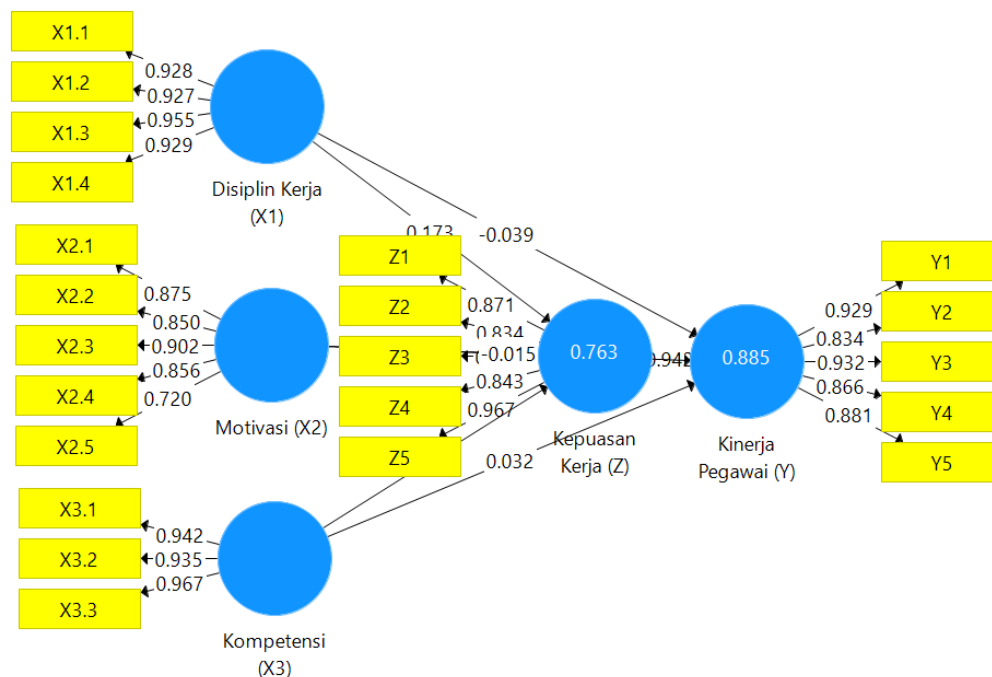


Figure 4.1 Validity Testing based on Factor Loading

Based on the validity testing of the factor loadings in Table 4.1 and Figure 4.1, all loading values were found to be >0.7 , which means they met the validity requirements based on the loading values. Next, validity testing was conducted based on the average variance extracted (AVE) value.

Table 4.2 Validity Testing based on Average Variance Extracted (AVE)

	Average Variance Extracted (AVE)
Work Discipline (X1)	0.874
Job Satisfaction (Z)	0.792
Employee Performance (Y)	0.791
Competence (X3)	0.899
Motivation (X2)	0.71

Source: Processed by SmartPLS

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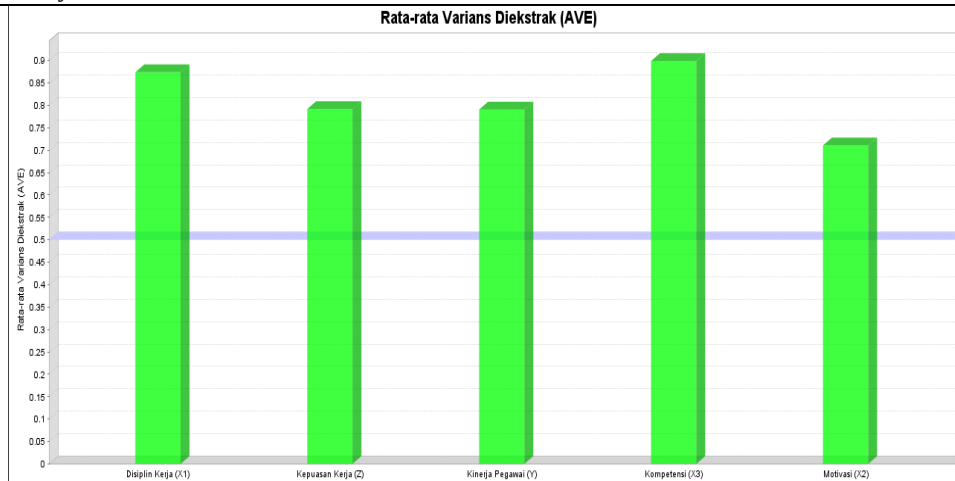


Figure 4.2 Validity Testing based on Average Variance Extracted (AVE)

The recommended AVE value is above 0.5 (Mahfud and Ratmono, 2013:67). All AVE values are >0.5 , which means they meet the validity requirements based on AVE. Next, reliability testing is conducted based on the composite reliability (CR) value

Table 4.3 Reliability Testing based on Composite Reliability (CR)

	Composite Reliability
Work Discipline (X1)	0.965
Job Satisfaction (Z)	0.95
Employee Performance (Y)	0.95
Competence (X3)	0.964
Motivation (X2)	0.924

Source: Processed by SmartPLS

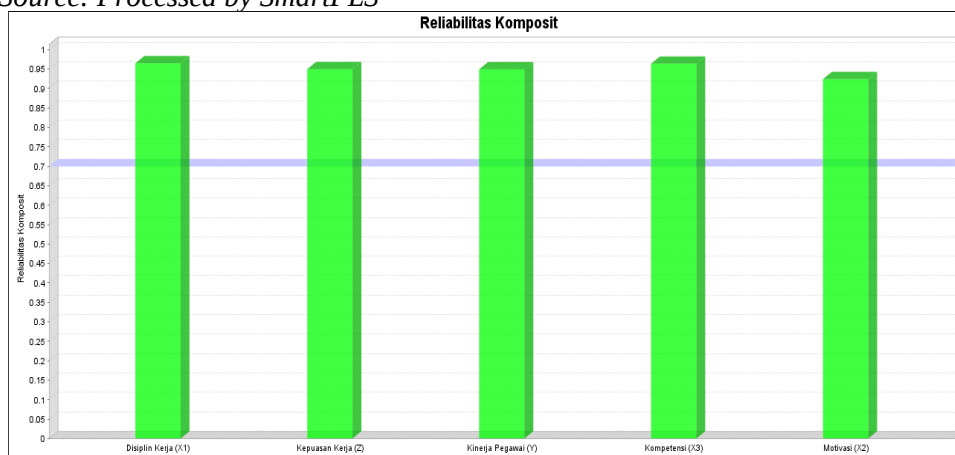


Figure 4.3 Reliability Testing based on Composite Reliability (CR)

The recommended CR value is above 0.7 (Mahfud and Ratmono, 2013:67). All CR values were found to be >0.7 , which means they met the reliability requirements based on CR. Next, reliability testing was conducted based on Cronbach's alpha (CA) values.

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Table 4.4 Reliability Testing based on Cronbach's Alpha (CA)

	Cronbach's Alpha
Work Discipline (X1)	0.952
Job Satisfaction (Z)	0.933
Employee Performance (Y)	0.933
Competence (X3)	0.944
Motivation (X2)	0.906

Source: Processed by SmartPLS

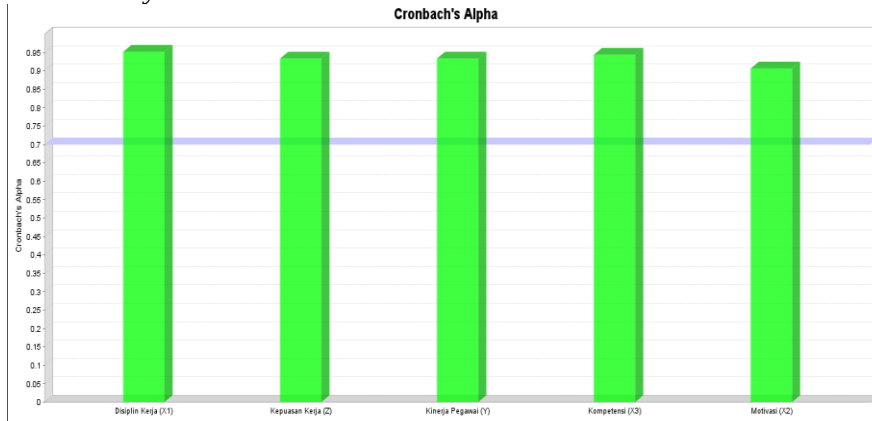


Figure 4.4 Reliability Testing based on Cronbach's Alpha (CA)

The recommended CA value is above 0.7 (Mahfud and Ratmono, 2013:67). All CA values were found to be >0.7, which means they met the reliability requirements based on Cronbach's alpha. Next, discriminant validity testing was conducted using the Fornell-Larcker approach. Table 4.5 presents the results of the discriminant validity testing.

Table 4.5 Discriminant Validity Testing

	Work Discipline (X1)	Job Satisfaction (Z)	Employee Performance (Y)	Competence (X3)	Motivation (X2)
Work Discipline (X1)	$\sqrt{AVE_{X1}}=0.935$				
Job Satisfaction (Z)	0.373	$\sqrt{AVE_Z}=0.89$			
Employee Performance (Y)	0.314	0.939	$\sqrt{AVE_Y}=0.889$		
Competence (X3)	0.15	0.7	0.68	$\sqrt{AVE_{X3}}=0.948$	
Motivation (X2)	0.259	0.74	0.686	0.415	$\sqrt{AVE_{X2}}=0.843$

Source: Processed by SmartPLS

In discriminant validity testing, the square root of the AVE of a latent variable is compared with the correlation between that latent variable and other latent variables. The square root of the AVE for each latent variable is greater than the correlation between that latent variable and other latent variables. Therefore, it is concluded that the discriminant validity requirements have been met.

C. Significance Test of Influence (Boostrapping) (Hypothesis Test) (Inner Model)

Table 4.6 presents the results of the significance test of the influence.

Table 4.6 Path Coefficient Test & Significance of Influence

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Work Discipline (X1) -> Job Satisfaction (Z)	0.173	0.162	0.069	2,512	0.012
Work Discipline (X1) -> Employee Performance (Y)	0.235	0.228	0.077	3,065	0.002
Job Satisfaction (Z) -> Employee Performance (Y)	0.942	0.95	0.07	13,515	0.000
Competence (X3) -> Job Satisfaction (Z)	0.466	0.445	0.107	4,344	0.000
Competence (X3) -> Employee Performance (Y)	0.472	0.458	0.109	4,321	0.000
Motivation (X2) -> Job Satisfaction (Z)	0.502	0.522	0.098	5.1	0.000
Motivation (X2) -> Employee Performance (Y)	0.458	0.477	0.098	4,682	0.000

Source: Processed by SmartPLS

Based on the results in Table 4.6, the following results were obtained:

1. Work Discipline (X1) has a positive impact on Job Satisfaction (Z), with a path coefficient value (Original Sample column) of 0.173, and significant, with a P-Value = 0.012 (Hypothesis Accepted).
2. Work Discipline (X1) has a positive impact on Employee Performance (Y), with a path coefficient value (Original Sample column) of 0.235, with a P-Value = 0.002 (Hypothesis Accepted).
3. Job Satisfaction (Z) has a positive effect on Employee Performance (Y), with a path coefficient value (Original Sample column) of 0.942, with a P-Value = 0.000 (Hypothesis Accepted).
4. Competence (X3) has a positive effect on Job Satisfaction (Z), with a path coefficient value (Original Sample column) of 0.466, with a P-Value = 0.000 (Hypothesis Accepted).
5. Competence (X3) has a positive effect on Employee Performance (Y), with a path coefficient value (Original Sample column) of 0.472 with a P-Value = 0.000 (Hypothesis Accepted).
6. Motivation (X2) has a positive effect on Job Satisfaction (Z), with a path coefficient value (Original Sample column) of 0.502, with a P-Value = 0.000 (Hypothesis Accepted).
7. Motivation (X2) has a positive effect on Employee Performance (Y), with a path coefficient value (Original Sample column) of 0.458, with a P-Value = 0.000 (Hypothesis Accepted).

Table 4.7 R-Square

	R Square
Job Satisfaction (Z)	0.763
Employee Performance (Y)	0.885

Source: Processed by SmartPLS

The R-Square value is known from Job Satisfaction (Z) is 0.763, which means that Work Discipline (X1), Motivation (X2), Competence (X3) are able to influence Job Satisfaction (Z) by 76.3%. The R-Square value of employee performance (Y) is 0.885, which means that Work Discipline (X1), Motivation (X2), Competence (X3) are able to influence employee performance (Y) by 88.5%.

Table 4.8 Adjusted R Square

	Adjusted R Square
Job Satisfaction (Z)	0.742
Employee Performance (Y)	0.871

Source: Processed by SmartPLS

Mark Adjusted R Square For Job Satisfaction (Z) is 0.742. Therefore Adjusted R Square = $0.742 > 0$, it is concluded that Work Discipline (X1), Motivation (X2), Competence (X3) and job satisfaction (Z) have predictive relevance for employee performance (Z). The value Adjusted R Square for employee performance (Y) is 0.871. Therefore Adjusted R Square = $0.871 > 0$, it is concluded that Work Discipline (X1), Motivation (X2), Competence (X3) and job satisfaction (Z) have predictive relevance for employee performance (Y).

Table 4.9 Testing the Goodness of Fit Model

	Estimation Model
SRMR	0.138

Source: Processed by SmartPLS

It is known that based on the results of the SRMR goodness of fit test, the SRMR value = $0.138 < 0.1$, so it is concluded that the model is FIT.

Table 4.10 Mediation Test

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Work Discipline (X1) -> Job Satisfaction (Z) -> Employee Performance (Y)	0.163	0.154	0.068	2,402	0.017
Competence (X3) -> Job Satisfaction (Z) -> Employee Performance (Y)	0.439	0.421	0.101	4,341	0.000
Motivation (X2) -> Job Satisfaction (Z) -> Employee Performance (Y)	0.473	0.497	0.107	4,438	0.000

Source: Processed by SmartPLS

Based on the results of the mediation test in Table 4.11:

- Employee Performance (Y) significantly mediates the relationship between Work Discipline (X1) and Job Satisfaction (Z), with a P-Value = 0.017 < 0.05 (Mediation Hypothesis Accepted).
- Employee Performance (Y) significantly mediates the relationship between Competence (X3) and Job Satisfaction (Z), with a P-Value = 0.000 < 0.05 (Mediation Hypothesis Accepted).
- Employee Performance (Y) significantly mediates the relationship between Motivation (X2) and Job Satisfaction (Z), with a P-Value = 0.000 < 0.05 (Mediation Hypothesis Accepted).

CONCLUSION AND SUGGESTIONS

A. Conclusion

Based on the research results, it can be concluded that:

- Work Discipline (X1) has a positive impact on Job Satisfaction (Z), with a path coefficient value (Original Sample column) of 0.173, and significant, with a P-Value = 0.012 (Hypothesis Accepted).
- Work Discipline (X1) has a positive impact on Employee Performance (Y), with a path coefficient value (Original Sample column) of 0.235, with a P-Value = 0.002 (Hypothesis Accepted).
- Job Satisfaction (Z) has a positive effect on Employee Performance (Y), with a path coefficient value (Original Sample column) of 0.942, with a P-Value = 0.000 (Hypothesis Accepted).
- Competence (X3) has a positive effect on Job Satisfaction (Z), with a path coefficient value (Original Sample column) of 0.466, with a P-Value = 0.000 (Hypothesis Accepted).
- Competence (X3) has a positive effect on Employee Performance (Y), with a path coefficient value (Original Sample column) of 0.472 with a P-Value = 0.000 (Hypothesis Accepted).
- Motivation (X2) has a positive effect on Job Satisfaction (Z), with a path coefficient value (Original Sample column) of 0.502, with a P-Value = 0.000 (Hypothesis Accepted).
- Motivation (X2) has a positive effect on Employee Performance (Y), with a path coefficient value (Original Sample column) of 0.458, with a P-Value = 0.000 (Hypothesis Accepted).
- Employee Performance (Y) significantly mediates the relationship between Work Discipline (X1) and Job Satisfaction (Z), with a P-Value = 0.017 < 0.05 (Mediation Hypothesis Accepted).
- Employee Performance (Y) significantly mediates the relationship between Competence (X3) and Job Satisfaction (Z), with a P-Value = 0.000 < 0.05 (Mediation Hypothesis Accepted).
- Employee Performance (Y) significantly mediates the relationship between Motivation (X2) and Job Satisfaction (Z), with a P-Value = 0.000 < 0.05 (Mediation Hypothesis Accepted).

B. Suggestions

The following are research suggestions with the title: The Influence of Work Discipline, Motivation, and Competence on Employee Performance with Job Satisfaction as an Intervening Variable at the Langkat Regency BNN, with the assumption that the research results show a positive and significant influence.

1. General Advice

- a. **Work Discipline Variables:** The questionnaire results showed that the discipline indicator with the lowest score was adherence to working hours. Therefore, the Langkat Regency National Narcotics Agency (BNN) needs to tighten employee attendance monitoring through a more transparent digital attendance system and provide rewards for employees with good attendance. Furthermore, consistent enforcement of regulations is necessary to ensure all employees understand the importance of discipline in supporting organizational performance.
- b. **Motivation Variables:** The indicator with the lowest score on the motivation variable was rewarding work performance. Therefore, leaders are advised to create employee performance appreciation programs, such as "Exemplary Employee of the Month" or performance-based awards. Furthermore, motivation can be increased by improving leadership-employee communication, so that every employee's contribution is more appreciated.
- c. **Competency Variables:** The lowest score for the competency variable was found in the mastery of technology and information systems indicator. The Langkat Regency National Narcotics Agency (BNN) needs to provide regular information technology-based training to enable employees to work more effectively in the digital age. An internal mentoring program could also be implemented, where more skilled employees mentor others to improve competency evenly.
- d. **Job Satisfaction Variables:** The lowest indicator of job satisfaction is the appropriateness of compensation to workload. Therefore, it is recommended that employee compensation and benefits systems be evaluated to ensure fairness and alignment with the responsibilities. Furthermore, the National Narcotics Agency (BNN) can improve work-life balance by managing workloads to avoid excessive workloads, thereby increasing job satisfaction.
- e. **Employee Performance Variables:** The lowest performance variable was the indicator of innovation capability in carrying out tasks. Therefore, the Langkat Regency National Narcotics Agency (BNN) needs to encourage a creative work culture by providing a space for discussing new ideas and supporting employees in implementing small innovations in their work units. Providing training in problem-solving and critical thinking can also help improve employee innovation capabilities.

2. Suggestions for Universities

- a. Integrate public sector HR research materials and PLS-SEM methods into the curriculum.
- b. Encourage applied research collaboration with agencies, particularly competency mapping and job satisfaction.
- c. Build a repository of valid and ready-to-use HR research instruments.

3. Suggestions for the Langkat Regency BNN

- a. Improve discipline through enforcement of SOPs and monitoring punctuality.
- b. Strengthen motivation with regular rewards, a clear career path, and superior coaching.
- c. Develop employee competencies through targeted training based on training needs analysis.
- d. Conduct regular job satisfaction surveys and use the results to improve performance.

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