

THE EFFECT OF ACHIEVEMENT ASSESSMENT, COMPETENCE AND POSITION PROMOTION ON EMPLOYEE PERFORMANCE WITH JOB SATISFACTION AS AN INTERVENING VARIABLE IN THE OFFICE OF THE REGIONAL FINANCIAL AND ASSET MANAGEMENT AGENCY (BPKAD) IN TOBA REGENCY

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ABSTRACT

This study aims to determine the direct and indirect influence of achievement assessment, competence and position promotion on employee performance with job satisfaction as an intervening variable at the Regional Financial and Asset Management Agency (BPKAD) Office in Toba Regency. The method used is quantitative research that leads to causal research or causal relationships. The population of this study is all ASN employees which is 52 people, while the sample extraction technique is used through non-Probability Sampling using saturated samples, because the population is below 100. The data analysis technique used through SmartPLS 4.0 consists of three stages, including the Outer Model test, the Inner Model and the research Hypothesis test (Bootstrapping). The results of the study show that the assessment of achievement, competence, position promotion and job satisfaction has a positive and significant effect on the performance of employees at the Regional Financial and Asset Management Agency (BPKAD) Office in Toba Regency. And the results of the indirect influence research found that the assessment of achievement, competence and promotion of positions had a positive and significant effect on employee performance through job satisfaction at the Regional Financial and Asset Management Agency (BPKAD) Office in Toba Regency.

Introduction

Human resources are an important element in the company. All processes in a company or organization will not be able to run properly if the organization does not have or lacks human resources in carrying out a process in the organization [1]. The State Civil Apparatus (ASN) has an important role in the sustainability and effectiveness of the

government bureaucracy. ASN is considered the backbone of the bureaucracy that ensures the smooth running of daily government [2]. According to [1] By having skilled human resources and being able to compete is one of the determinants of a company's progress, the quality of an organization depends on the quality of the people in it. This success will be achieved if each employee has good performance in completing the assigned tasks and can be held accountable for the work they do [3].

According to [4] in [1] Performance is a function of motivation and ability. To be able to complete tasks and work, a shoe worker has a degree of willingness and the level of ability, willingness and skill of a worker is not enough to be effective to be able to do something without a clear enough understanding of what is being done and how to do it. Meanwhile, according to [5] Employee/employee performance is the result of work that can be achieved by a person or a group of people in an organization, in accordance with their respective authorities and responsibilities, in an effort to achieve the goals of the organization concerned legally, not against the law and in accordance with morals and ethics.

Based on various studies in the field of human resource management, employee performance is influenced by various internal and external factors. According to [6] Work performance assessment is one of the factors that affect employee performance. Achievement appraisal is a process carried out by an organization or company in evaluating a person's job performance. According to [7] Work performance assessment is the quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Through work performance assessments, companies can see the development of employee performance from time to time, so that it can be used as a consideration or evaluation of the work that has been done [6]. The assessment of the work performance of the State Civil Apparatus (ASN) is regulated through Employee Work Goals (SKP) and work behavior. An objective, transparent, and performance appraisal system based on clear performance indicators can increase employee motivation to achieve. However, if the performance appraisal system does not run well, this can reduce work morale and employee performance.

Competency is also one of the factors that affect employee performance. According to [4], competence is the ability to carry out or perform a job or task based on skills and knowledge and supported by the work attitude demanded by the job. According to Spencer in [8], [9], Competency is the underlying characteristic of a person related to the effectiveness of an individual's performance in his or her job or a basic characteristic of an individual that has a causal or causal relationship with the criteria that are used as a reference, effective or excellent or superior performance in the workplace or in certain situations. Employee competencies encompass various aspects, such as technical skills, interpersonal skills, time management skills, critical thinking skills, and adaptability to change. Companies or organizations often use competency lists as guidelines for recruiting, evaluating, and developing employees. Employee competence can also be measured in various ways, such as through tests of knowledge, skills and attitudes [10].

One of the motivating factors that companies need to pay attention to is the right promotion policy and job rotation that is in accordance with the employee's ability to

maintain employee performance, this process is important in an effort to improve the quality of employee performance [11], [12]. Promotion is a means that can encourage employees to be better or more enthusiastic in doing their job [13]. According to [14] Job promotion is a means that can encourage employees to work more enthusiastically in completing work in a company. Promotion will be given to deserving employees in the sense that employees are able to prove their ability and loyalty to the company, and are able to show the ability to hold higher positions so that their performance will increase [15]. However, performance improvement does not only depend on these factors directly, but is also influenced by the level of employee job satisfaction. According to [16] Job satisfaction is an effectiveness or emotional response to various aspects related to work so as to provide results that are above the performance produced. Job satisfaction reflects the extent to which employees feel comfortable, appreciated, and meet their psychological and professional needs in the work environment. In many cases, employees who get good grades, have high competence, and get a promotion, but are not satisfied with the work environment or organizational system, will not show optimal performance. The Regional Financial and Asset Management Agency (BPKAD) as a regional technical institution has a strategic role in managing regional finances, starting from budget planning, implementation, administration, to regional financial accountability. The performance of BPKAD employees has a direct impact on the quality of regional financial management. High-performing employees will be able to produce accurate, transparent, and accountable financial reports, and can support local government strategic decision-making. On the other hand, low employee performance can result in delays in the preparation of financial statements, errors in administration, and even potential regional losses.

Method

This study uses a quantitative research design with a causal approach to determine the cause-effect relationship between the variables studied. The population in this study is all ASN employees who work at the Toba Regency BPKAD Office which is 52 people. The sampling technique uses Non-Probability Sampling with saturated sampling or census methods. The data sources used consisted of primary data obtained through interviews and questionnaires, while secondary data was obtained from documentation studies at the Toba Regency BPKAD Office. The data collection technique was carried out by distributing questionnaires compiled using the Likert Scale. The data analysis method uses descriptive analysis and Partial Least Square (PLS) with the help of SmartPLS 4.0 software.

Results and Discussion

Validity Test

The validity test of the reflexive indicator is carried out in 2 stages. The first stage is *Convergent Validity* testing with validity testing based on *Outer Loading values* and the second stage is *Discriminant Validity testing*.

Convergent Validity

Convergent validity *testing* is carried out to see if an indicator is considered to have a high level of validity if it has a loading factor value greater than 0.70.

Table 1. Outer Loadings Value Results of All Variables

Variable Research	Grain State ment	Outer Loadi ng Value	Conditions	Inform ation
Performa nce Assessment (X1)	X1-1	0.806	> 0.70	Valid
	X1-2	0.808	> 0.70	Valid
	X1-3	0.842	> 0.70	Valid
	X1-4	0.888	> 0.70	Valid
	X1-5	0.761	> 0.70	Valid
	X1-6	0.863	> 0.70	Valid
	X1-7	0.848	> 0.70	Valid
	X1-8	0.812	> 0.70	Valid
Competence (X2)	X2-1	0.817	> 0.70	Valid
	X2-2	0.770	> 0.70	Valid
	X2-3	0.810	> 0.70	Valid
	X2-4	0.816	> 0.70	Valid
	X2-5	0.779	> 0.70	Valid
	X2-6	0.774	> 0.70	Valid
	X2-7	0.795	> 0.70	Valid
	X2-8	0.797	> 0.70	Valid
	X2-9	0.783	> 0.70	Valid
	X2-10	0.786	> 0.70	Valid
Promotion Position (X3)	X3-1	0.812	> 0.70	Valid
	X3-2	0.776	> 0.70	Valid
	X3-3	0.807	> 0.70	Valid
	X3-4	0.862	> 0.70	Valid
	X3-5	0.786	> 0.70	Valid
	X3-6	0.764	> 0.70	Valid
	X3-7	0.761	> 0.70	Valid
	X3-8	0.769	> 0.70	Valid
	X3-9	0.795	> 0.70	Valid
	X3-10	0.823	> 0.70	Valid
Satisfaction Work (Z)	Z-1	0.802	> 0.70	Valid
	Z-2	0.807	> 0.70	Valid
	Z-3	0.762	> 0.70	Valid
	Z-4	0.771	> 0.70	Valid

	Z-5	0.809	> 0.70	Valid
	Z-6	0.811	> 0.70	Valid
	Z-7	0.797	> 0.70	Valid
	Z-8	0.747	> 0.70	Valid
	Z-9	0.803	> 0.70	Valid
	Z-10	0.787	> 0.70	Valid
Performance Official (Y)	Y-1	0.847	> 0.70	Valid
	Y-2	0.821	> 0.70	Valid
	Y-3	0.778	> 0.70	Valid
	Y-4	0.868	> 0.70	Valid
	Y-5	0.880	> 0.70	Valid
	Y-6	0.889	> 0.70	Valid
	Y-7	0.890	> 0.70	Valid
	Y-8	0.817	> 0.70	Valid

Source : SmartPLS Data Processing 4.0 (2025)

Discriminant Validity

In this *discriminant validity* test , the basis of the *cross loading* value of the measurement is used with the construct and the value of *Average Variance Extracted (AVE)* and *Fornell Larcker*.

Table 2. Results of Comparison of *Cross Loadings Values* of Each Variable and Construct Values of the Research Model

Grain Statement	Valuation Achievement (X1)	Competence (X2)	Promotion Position (X3)	Satisfaction Work (Z)	Performance Official (Y)
X1-1	0.806	0.366	0.400	0.429	0.539
X1-2	0.808	0.437	0.442	0.602	0.563
X1-3	0.842	0.364	0.320	0.427	0.531
X1-4	0.888	0.310	0.426	0.547	0.590
X1-5	0.761	0.309	0.329	0.427	0.573
X1-6	0.863	0.299	0.291	0.413	0.541
X1-7	0.848	0.271	0.381	0.510	0.552
X1-8	0.812	0.382	0.491	0.630	0.680
X2-1	0.378	0.817	0.513	0.551	0.666
X2-2	0.375	0.770	0.460	0.534	0.576
X2-3	0.406	0.810	0.385	0.483	0.576
X2-4	0.358	0.816	0.447	0.472	0.559
X2-5	0.388	0.779	0.544	0.475	0.677
X2-6	0.349	0.774	0.516	0.509	0.575
X2-7	0.252	0.795	0.358	0.446	0.507
X2-8	0.347	0.797	0.443	0.464	0.564

Grain Statement	Valuation Achievement (X1)	Competence (X2)	Promotion Position (X3)	Satisfaction Work (Z)	Performance Official (Y)
X2-9	0.244	0.783	0.549	0.607	0.629
X2-10	0.194	0.786	0.458	0.529	0.552
X3-1	0.385	0.377	0.812	0.490	0.561
X3-2	0.385	0.403	0.776	0.568	0.573
X3-3	0.370	0.521	0.807	0.490	0.526
X3-4	0.360	0.635	0.862	0.622	0.629
X3-5	0.410	0.435	0.786	0.587	0.552
X3-6	0.336	0.401	0.764	0.538	0.569
X3-7	0.268	0.463	0.761	0.585	0.667
X3-8	0.302	0.460	0.769	0.595	0.582
X3-9	0.471	0.559	0.795	0.594	0.647
X3-10	0.457	0.458	0.823	0.728	0.704
Z-1	0.442	0.427	0.559	0.802	0.619
Z-2	0.457	0.495	0.691	0.807	0.732
Z-3	0.456	0.531	0.534	0.762	0.625
Z-4	0.615	0.479	0.475	0.771	0.686
Z-5	0.429	0.542	0.610	0.809	0.691
Z-6	0.583	0.561	0.606	0.811	0.696
Z-7	0.507	0.371	0.536	0.797	0.613
Z-8	0.423	0.525	0.570	0.747	0.657
Z-9	0.470	0.697	0.625	0.803	0.667
Z10	0.440	0.420	0.581	0.787	0.634
Y-1	0.556	0.628	0.643	0.700	0.847
Y-2	0.542	0.626	0.652	0.765	0.821
Y-3	0.403	0.606	0.559	0.610	0.778
Y-4	0.703	0.671	0.582	0.723	0.868
Y-5	0.658	0.708	0.773	0.737	0.880
Y-6	0.666	0.652	0.589	0.720	0.889
Y-7	0.586	0.592	0.755	0.795	0.890
Y-8	0.573	0.583	0.597	0.645	0.817

Source : SmartPIs Data Processing 4.0 (2025)

Table 3. Results of Average Variance Extracted (AVE) Value Research Model

Research Variables	AVE Value	AVE Terms
Performance Evaluation (X1)	0.688	0.50
Competencies (X2)	0.629	0.50
Promotion of Position (X3)	0.634	0.50
Job Satisfaction (Z)	0.624	0.50
Employee Performance (Y)	0.722	0.50

Source : SmartPLS Data Processing 4.0 (2025)

Discriminant validity can also be tested by looking at the AVE (Average Variance Extracted) value. Based on table 3. all constructs in the model have an AVE value of > 0.50, so it can be concluded that this model meets the convergent validity requirements and also meets the requirements

Table 4. HTMT Ratio Value Results Research Model

	Valuation Achievement (X1)	Competencies (X2)	Promotion Position (X3)	Satisfaction Work (Z)	Performance Official (Y)
Performance Evaluation (X1)					
Competencies (X2)	0.441				
Promotion of Position (X3)	0.495	0.628			
Job Satisfaction (Z)	0.642	0.681	0.777		
Employee Performance (Y)	0.728	0.789	0.801	0.890	

Source : SmartPLS Data Processing 4.0 (2015)

Reliability Test

Table 5. Reliability Test Results in Research Model

Research Variables	Cronbach's Alpha	Composite Reliability
Performance Evaluation (X1)	0.935	0.939
Competencies (X2)	0.934	0.936
Promotion of Position (X3)	0.936	0.938
Job Satisfaction (Z)	0.933	0.934
Employee Performance (Y)	0.945	0.947

Source : SmartPLS Data Processing 4.0 (2025)

Based on the results of the reliability test, all research variables showed Cronbach's Alpha and Composite Reliability values above 0.70, which ranged from 0.933 to 0.947. This shows that all constructs in the research model have excellent reliability.

Coefficient of Determination (R²)

Determination coefficient testing was performed to measure how far the model was able to explain the variance of *dependent variables*. The criteria for limiting the *R Square* (R²) value used are 0.67 (Substantial), 0.33 (Moderate), 0.19 (Weak).

Table 6. Results of Determination Coefficient/R Square (R²) Test in the Research Model

Research Variables	R Square	R Square Adjusted
Job Satisfaction (Z)	0.672	0.651
Employee Performance (Y)	0.847	0.834

Source : SmartPLS Data Processing 4.0 (2025)

Based on Table 6, the R Square value in the Job Satisfaction (Z) variable of 0.672 shows that the Achievement Assessment, Competency, and Job Promotion variables are able to explain the Job Satisfaction variable of 67.2%. Meanwhile, the R Square value in the Employee Performance (Y) variable of 0.847 shows that the variables of Achievement Assessment, Competency, Job Promotion, and Job Satisfaction are able to explain the Employee Performance variable of 84.7%. Based on the category of Chin (1998), both values are included in the strong category, which means that the model has good predictive power.

Table 7. Hypothesis Testing Results with Path Coefficient

Relationships Between Constructs	Original Sample (O)	T Statistic (OSTDEV)	P Values	Information
Direct Influence				
Performance Assessment (X1) > Job Satisfaction (Z)	0.299	2.676	0.009	Positive and Significant Effect
Competency (X2) > Job Satisfaction (Z)	0.262	2.548	0.012	Positive and Significant Effect
Departmental Promotion (X3) > Job Satisfaction (Z)	0.439	4.490	0.000	Positive and Significant Effect

Source : SmrtPLS Data Processing 4.0 (2025)

Based on Table 7. The results of the hypothesis test showed that each of the variables of **achievement** assessment, **competence**, and **position promotion** had a **positive and significant effect on job satisfaction**, with a t-statistical value greater than 2.01 and a p-value of < 0.05, respectively. In the next step, the results of the second stage of direct path coefficient hypothesis testing that have been carried out in this study can be seen in figure 3. and Table 8. below.

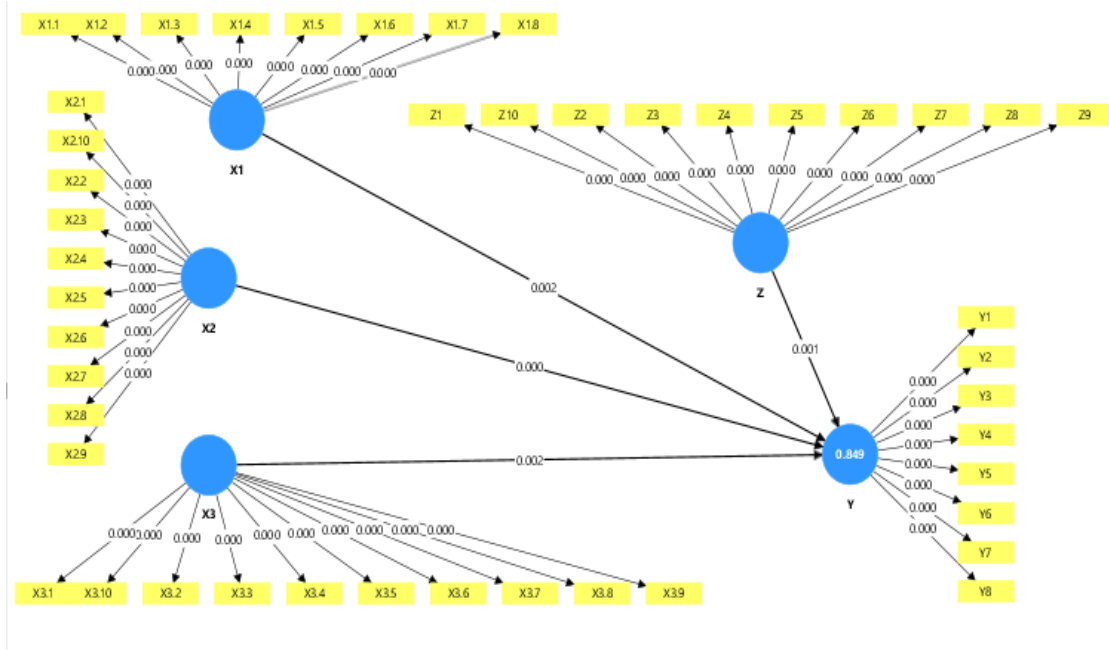


Figure 1. Direct Path Coefficient (Second)
 Source : SmartPLS Data Processing 4.0 (2025)

Table 8. Results of Direct Path Coefficient Hypothesis Testing

Relationships Between Constructs	Original Sample (O)	T Statistic (OSTDEV)	P Values	Information
Direct Influence				
Achievement Assessment (X1) -> Employee Performance (Y)	0.269	3.131	0.002	Positive and Significant Effect
Competency (X2) -> Employee Performance (Y)	0.295	3.780	0.000	Positive and Significant Effect
Position Promotion (X3) -> Employee Performance (Y)	0.219	3.175	0.002	Positive and Significant Effect
Job Satisfaction (Z) -> Employee Performance (Y)	0.328	3.409	0.001	Positive and Significant Effect

Source : SmartPLS Data Processing 4.0 (2025)

Hypothesis Testing Using *Indirect Effect Coefficients*

According to Ghozali (2018), the Indirect Effect hypothesis test aims to assess the significance of the influence of independent variables on bound variables through intermediate variables. The test was carried out using SmartPLS 4.0 by looking at t-statistical values and p-values. The calculated t value is compared to the t table (2.01, df = 47, $\alpha = 0.05$). The t-value of the table with df of $n - k = 52 - 5 = 47$ is 2.01 with a significant level (α) of 0.05.

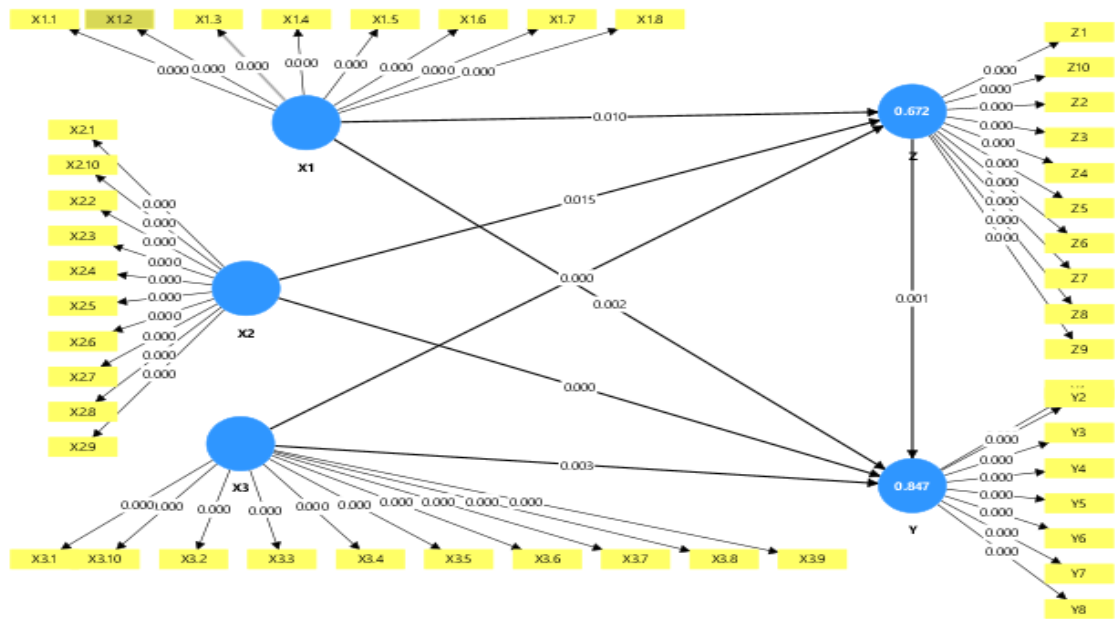


Figure 2 Indirect Path Coefficient
 Source : SmartPLS Data Processing 4.0 (2025)

Table 9. Indirect Path Coefficient Hypothesis Test Results

Interconnection Construct	Original Sample (O)	T Statistic (OSTD EV)	P Values	Information
Indirect Influence				
Performance Assessment (X1) -> Job Satisfaction (Z) -> Employee Performance (Y)	0.096	2.138	0.035	Positive and Significant Effect
Competency (X2) -> Job Satisfaction (Z) -> Employee Performance (Y)	0.083	2.099	0.038	Positive and Significant Effect
Job Promotion (X3) -> Job Satisfaction (Z) -> Employee Performance (Y)	0.144	2.489	0.014	Positive and Significant Effect

Source : SmartPLS Data Processing 4.0 (2025)

Discussion

Effect of Performance Appraisal (X1) on Job Satisfaction (Z)

The result of the coefficient of the achievement assessment variable path (X1) has a statistical t value of 2.676 greater than the t-value of table 2.01 with a p value of 0.009 smaller than the α value of 0.05 so that H_a is accepted. The results of this study show that the achievement assessment (X1) has a positive and significant effect on job satisfaction at the Regional Financial and Asset Management Agency (BPKAD) Office in Toba Regency. This means that the higher the achievement assessment, the more job satisfaction increases. The results of this study are also in line with the research that has been conducted by [24] which says that the assessment of work performance (*Performance Appraisal*) is one of the processes used to measure, determine and compare the implementation of employee performance both individually and as a team.

The Effect of Competency (X2) on Job Satisfaction (Z)

The result of the coefficient of the competency variable path (X2) has a statistical t-value of 2.548 greater than the t-value of table 2.01 with a p value of 0.012 smaller than α 0.05 so that H_a is accepted. The results of this study show that competency (X2) has a positive and significant effect on job satisfaction at the Regional Financial and Asset Management Agency (BPKAD) Office in Toba Regency. This means that the higher the competence, the more job satisfaction increases. The results of this study are also in line with the research conducted by [25] said that competence is strongly related to the job satisfaction obtained by employees in carrying out their work if the work is in accordance with the competencies possessed by the employee. So that competence can become a character that employees have can help the smooth running of the existing work system in the agency both internally and externally. This means that the higher the competence, the job satisfaction received by employees increases.

The Effect of Job Promotion (X3) on Job Satisfaction (Z)

The result of the coefficient of the position promotion variable path (X3) has a statistical t-value of 4,490 greater than the t-value of table 2.01 with a p value of 0.000 smaller than α 0.05 so that H_a is accepted. The results of this study show that promotion (X3) has a positive and significant effect on job satisfaction at the Regional Financial and Asset Management Agency (BPKAD) Office in Toba Regency. This means that the higher the position promotion, the more job satisfaction increases. The results of this study are also in line with the research conducted by [26] said that the promotion of the position affects job satisfaction. Position promotion is also seen as recognition of the ability and potential of the employee concerned to occupy a higher position, with this position promotion program, employees who feel potential will feel satisfaction in working in the company.

The Effect of Achievement Assessment (X1) on Employee Performance (Y)

The result of the direct influence path coefficient of the achievement assessment variable (X1) has a statistical t-value of 3.131 greater than the t-value of table 2.01 with a

p value of 0.002 smaller than α 0.05 so that H_a is accepted. The results of this study show that the achievement assessment (X1) has a positive and significant effect on the performance of employees (Y) at the Regional Financial and Asset Management Agency (BPKAD) Office in Toba Regency. This means that the greater the achievement assessment, the more employee performance will increase. The results of this study are also in line with the research conducted by [27] says that Performance appraisals should use the appraisal form as written evidence. With the existence of an assessment form, the company can produce an objective work performance assessment, so that employees feel satisfied with the results of the employee assessment carried out and can motivate employees by encouraging the creation of a healthy and enthusiastic work atmosphere. And the results of this study have a significant relationship between work performance assessment and employee performance on CV. Four of the Palembang Series.

The Influence of Competency (X2) on Employee Performance (Y)

The result of the direct influence path coefficient of the competency variable (X2) has a statistical t-value of 3.780 greater than the t-value of table 2.01 with a p value of 0.000 smaller than α 0.05 so that H_a is accepted. The results of this study show that competency (X2) has a positive and significant effect on the performance of employees (Y) at the Regional Financial and Asset Management Agency (BPKAD) Office in Toba Regency. This means that the higher the competence of employees, the more employee performance will increase. The results of this study are also in line with the research conducted by [28] say If the competencies possessed by employees in the Youth Division of the Bandung City Youth and Sports Office are good enough, then employee performance will be more optimal. Competence has a considerable influence on employee performance, meaning that employees who have good competence or ability to do all work tasks given by the leadership will automatically provide convenience for all parties to produce optimal performance if supported by various facilities and adequate facilities and infrastructure.

The Effect of Job Promotion (X3) on Employee Performance (Y)

The result of the direct influence path coefficient of the position promotion variable (X3) has a statistical t-value of 3.175 greater than the t-value of table 2.01 with a p value of 0.001 smaller than α 0.05 so that H_a is accepted. The results of this study show that promotion (X3) has a positive and significant effect on the performance of employees (Y) at the Regional Financial and Asset Management Agency (BPKAD) Office in Toba Regency. This means that the higher the promotion of positions carried out by the agency, the more employee performance will increase. The results of this study are also in line with the research conducted by [29] say that if the promotion of positions is realized to high-achieving employees, there will be a driver for other employees to increase their performance in carrying out their duties. To improve employee performance, it is necessary to promote positions based on objective and fair assessments based on the available formations. This means that with the promotion of positions carried out by the

agency properly and transparently, the performance of employees as a whole is also improving.

The Effect of Job Satisfaction (Z) on Employee Performance (Y)

The result of the direct influence path coefficient of the job satisfaction variable (Z) has a statistical t-value of 3.409 greater than the t-value of table 2.01 with a p value of 0.002 smaller than α 0.05 so that H_a is accepted. The results of this study show that job satisfaction (Z) has a positive and significant effect on the performance of employees (Y) at the Regional Financial and Asset Management Agency (BPKAD) Office in Toba Regency. This means that the higher the job satisfaction felt by employees, the more employee performance will increase. The results of this study are also in line with the research conducted by [30] Say that employees who feel satisfied with their work tend to be more motivated, more committed, and show better performance. This means that the higher the employee's job satisfaction level, the higher the performance shown by the employee.

The Effect of Achievement Assessment (X1) on Employee Performance (Y) through Job Satisfaction (Z)

The results of the path coefficient of the indirect influence of the achievement assessment variable (X1) on employee performance (Y) through job satisfaction (Z) resulted in a path coefficient value of 0.096 with a statistical t value of 2.138. The results of the test showed that the indirect path coefficient had a positive value and a statistical t value of 2.138 > a table t-value of 2.01 and a p value of 0.035 < from a α value of 0.05. The results of this study show that the achievement assessment (X1) has a positive and significant effect on employee performance (Y) able to mediate job satisfaction (Z) at the Regional Financial and Asset Management Agency (BPKAD) Office in Toba Regency. The results of this study are also in line with the research conducted by [31] that the work performance variable has a positive and significant effect on the performance of employees who are able to mediate job satisfaction at PT Hartono Wira Tunik Casting Division 2 Keren in Sidoarjo.

The Influence of Competency (X2) on Employee Performance (Y) through Job Satisfaction (Z)

The results of the path coefficient of the indirect influence of the competency variable (X2) on employee performance (Y) through job satisfaction (Z) resulted in a path coefficient value of 0.083 with a statistical t value of 2.099. The results of the test showed that the indirect path coefficient had a positive value and a statistical t value of 2.099 > the t-value of the table 2.01 and the p value of 0.038 < from the value of α 0.05. The results of this study show that competence (X2) has a positive and significant effect on the performance of employees (Y) who are able to mediate job satisfaction at the Regional Financial and Asset Management Agency (BPKAD) Office in Toba Regency. The results of this study are also in line with the research conducted by [32] that competency

variables have a positive and significant effect on the performance of agents able to mediate job satisfaction (Study on *Prudential Life Insurance* in Makassar Hasanunddin).

The Effect of Job Promotion (X3) on Employee Performance (Y) with Job Satisfaction (Z).

The results of the indirect influence of the position promotion variable (X3) on employee performance (Y) through job satisfaction (Z) resulted in a path coefficient value of 0.144 with a statistical t value of 2,489. The results of the test showed that the indirect path coefficient was positive and the t-statistics value was $2.489 >$ the table t-value was 2.01 and the p values were $0.014 <$ from the α value of 0.05. The results of this study show that promotion of position (X3) has a positive and significant effect on the performance of employees (Y) able to mediate job satisfaction (Z) at the Office of the Regional Financial and Asset Management Agency (BPKAD) in Toba Regency.

Conclusion

Based on the results of the analysis and testing that has been carried out, it can be concluded that research at the Toba Regency BPKAD Office shows that achievement assessment (X1), competency (X2), and position promotion (X3) have a positive and significant influence on job satisfaction (Z) and employee performance (Y). Job satisfaction (Z) has also been proven to have a positive effect on employee performance (Y). In addition, job satisfaction mediates the relationship between achievement assessment, competence, and position promotion to performance, so that improvements in these three variables indirectly also improve performance through increased job satisfaction.

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