

# The Influence of Human Resource Competency, Work Discipline On Job Satisfaction of BKPSDM Employee In Mandailing Natal District

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## ABSTRACT

The problem that occurs in the Mandailing Natal Regency BKPSDM office is the lack of competence in human resources and work discipline that each employee has in achieving satisfaction in working in accordance with the objectives of the Sijunjung Regency BKPSDM. The purpose of this study was to analyze the effect of human resource competence competency and work discipline on employee job satisfaction in Mandailing Natal District, North Sumatra Province. This study uses a quantitative approach. The study population consisted of 46 employees of BKPSDM Mandailing Natal Regency. The sample in this study was determined through a total sampling technique consisting of 46 respondents. Data collection was carried out through a questionnaire with a Likert Scale measurement and analyzed using a simple Linear Regression Technique. The results of this study indicate that there is a significant influence of human resource competence and work discipline on employee job satisfaction at BKPSDM Mandailing Natal Regency.

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## 1. Introduction

Job satisfaction is a reflection of how a person feels about his job. This is evident in the optimistic attitude of employees towards their work and everything else that concerns them at work. Job satisfaction, according to [10], is the difference between the amount of incentives employees actually receive and the amount of benefits they believe they have received. Job satisfaction is a general attitude towards one's job. It is very important for a person to feel satisfied with their job. Because each worker has unique characteristics, their level of job satisfaction also varies, and this can have various effects. According to [9], job satisfaction is defined as an employee's feelings towards his work, whether it is positive or negative depending on how the employee interacts with the workplace or how they perceive their mental attitude. It can also depend on how employees rate their own work. The way employees feel about their jobs reflects their attitudes and behavior at work. According to Keith Davis' definition of "job satisfaction" (2016), it is the level of support or lack that employees feel at work.

According to [16], job satisfaction refers to how people feel about their life or work. According to [6], job satisfaction is a sentiment that an employee has about his condition or workplace that supports or disapproves of it. Job-related emotions can be influenced by a variety of factors, including salary or wages received, opportunities for professional growth, connections with co-workers, job placement, nature of work, company organizational structure, and standards of supervision. Feelings about himself, including his age, health, talents, and education. Employee satisfaction, according [12] explains job satisfaction as a person's statement about the level of well-

being in relation to workload and activities. [1] asserts that job satisfaction is a dynamic combination of job features, environment, and personal attributes and feelings that can change from time to time depending on factors such as peer adjustment, supervision, or organizational structure. Job satisfaction, according to [7], is a general attitude towards someone's work that shows a discrepancy between the number of awards received by employees and the quantity they think they should receive. Employees' emotional reactions to their work can be positive or negative depending on their job satisfaction (Winarsih, 2019).

The following indicators are used by [14] to measure employee job satisfaction:

1. Salary, or the amount of money a person is paid to do a job, and whether it is reasonable or appropriate.
2. The work itself, including the content of the work done by someone and whether there are satisfactory elements.
3. Co-workers, or friends who often interact with someone while doing work. Co-workers can be very pleasant or terrible.
4. Superiors who continuously issue directions or instructions on how to carry out tasks. Job satisfaction can be influenced by the behavior of superiors, which may or may not be pleasant for others.
5. Promotion, namely the opportunity for someone to advance through promotion. Whether the promotion procedure is open or closed, one may feel that there is a good chance of being promoted or not. One's level of job satisfaction can also be affected.
6. Work environment, namely the physical and psychological environment of the workplace.

Furthermore, [18] indicators of job satisfaction are as follows; (1) work, as well as the actual performance of job responsibilities and as work control, (2) control, (3) scheduling and administration, (3) advancement possibilities, (4) compensation, (5) co-workers, and (6) work environment. Meanwhile, Luthans (2006) lists the following six factors that contribute to job satisfaction; (1) the work itself, (2) payroll, (3) opportunities for promotion, (4) monitoring, (5) work teams, and (6) work environment. Based on the formulation of the job satisfaction indicators above, the indicators that the author uses in the field are as follows; (1) salary, (2) the work itself, (3) colleagues, (4) leadership or boss, (5) promotion, and (6) work environment, namely the physical and psychological environment. Because it is seen as in accordance with the problems that exist in the Personnel and Human Resources Agency of Mandailing Natal Regency.

Another thing that becomes a problem in achieving job satisfaction is the lack of human resource competence owned by BKPSDM office employees in Andailing Natal Regency. Over time, the term competency has spread into various contexts and is applied by people with various perspectives, including those working in the human resource management industry. According to (Spencer in Sudarmanto, 2009), competence is a fundamental characteristic of a person's behavior that is associated with good reference standards and/or superior performance in a position or situation. In other words, competence identifies ways of doing or thinking, equalizes circumstances, and provides ongoing support. Competence is the fundamental foundation of a person's character. Competence is defined by (Brian in Sudarmanto, 2009) as knowledge, skills, abilities, or unique personal attributes that directly affect job performance. The word "competence" is a noun which according to (Powell, 1997) is defined as 1) talent, ability, and competence; and 2) Authority. Competence comes from this word. Competent is an adjective that shows capable, capable, and agile. According to (Stephen Robbin 2017), competence is defined as the "ability" or capacity of a person to carry out various tasks in a job, where this ability is determined by 2 (two) factors, namely intellectual ability and physical ability.

According to Robert A. Roe (2001), competency is defined as a skill or ability which includes the following matters: Competence is the ability to carry out tasks, responsibilities, or roles effectively. Knowledge, skills, personal values, and attitudes are all incorporated into competence. Competence develops from information and skills and is learned through practical experience and doing. The ability to perform tasks, roles, or activities, the integration of knowledge, skills, attitudes, and personal values, and the capacity to develop knowledge and skills based on experience and learning are examples of competencies. Furthermore, according to (Amstrong 2004), competence is what an individual brings to a job in the form of various styles and levels of behavior. According to Murphy (in Sedarmayanti, 2009), competence refers to any demonstrated personal talents and skills that are directly related to success and great performance. The low performance that still needs to be

improved is said to be caused by several variables, including: interest, knowledge and skills, climate, support and appreciation, competence, work ethic, level of finance, and level of education. Competence is defined as “the basic characteristics of an individual that are causally related to the reference criteria for effective and/or superior performance in a job or situation” by Spencer and Spencer (1993). The authors interpret, “personality traits that underlie a person's behavior and are related to expectations for effective performance in certain roles or circumstances. To find out the level of performance expected for the good/average category, it is necessary to determine the level of competence. Of course, establishing required competency thresholds can serve as a foundation for hiring processes, succession planning, performance reviews, and human resource development.

Indicators The set of attributes or indicators that make up the proposed competency definition (Gordon, 1988) is as follows:

1. Understanding, especially the level of one's own cognitive abilities;
2. Has the ability or ability needed to complete the work that has been delegated to him;
3. Knowledge, namely cognitive awareness, or understanding of what to do;
4. Interest, defined as a person's strong tendency towards something or to take the necessary action
5. Attitude, especially how a person responds to external stimuli.

According to (Joko, 2005), organizational capacity to manage HR can have a significant impact on how reliable HR competencies are built. These specific competency criteria include; (1) the ability to achieve goals, (2) the ability to solve a problem, (3) interpersonal interaction skills, and (4) the ability to work in a team are the first three competencies. Based on the formulation of HR competency indicators above, the indicators that researchers use in the field are as follows; The following are the criteria included in the list of HR competencies according to Wijayanto (2011); (1) individual commitment to achieving his life goals (motive), (2) discipline, (3) self-concept, (4) social role, (5) mentor quality, and (6) harmonious family relationships. (Spencer and Spencer, 1993) asserts that someone who is competent will use his knowledge and ability to work quickly, naturally, and with minimal errors. Five traits make up competency, including; (1) knowledge, (2) skills (abilities), (3) motivation (motives), (4) traits (properties), and (5) self-concept. From the explanation of several indicators regarding HR competency above, the authors use the following indicators to examine HR competency issues in the BKPSDM office, Mandailing Natal Regency; (1) talents, (2) interests, (3) knowledge, (4) beliefs or beliefs, (5) problem solving abilities, (6) skilled cooperation, (7) motivation, and (8) characteristics. Because it is considered in accordance with the problems that exist in the Mandailing Natal BKPSDM office.

Furthermore, the problem in achieving job satisfaction at BKPSDM Mandailing Natal Regency is work discipline. Work discipline as defined by Fazri (2014), is essentially a person's obedience to the rules governing employment in a particular industry. Discipline according to (Hasibuan, 2008) is a way to make people aware of how to behave in accordance with applicable laws and social conventions, regardless of whether the law is right or wrong, so that employees feel obliged to do so. complete their task without stopping or breaking the law. Because it will impact how well individuals perform at work, discipline is an important component of any business. The level of work performance that can be achieved increases with staff discipline. A person's level of responsibility in completing the tasks assigned to him is reflected in his level of discipline, which fosters passion and enthusiasm for his profession. (Hasibuan, 2019) claims that various factors determine how disciplined an organization's workforce is, including: (1) objectives and resources, (2) leadership illustration, (3) refunds; justice; third, (4) sanctions and punishments, (5) waskat (supervision attached), (6) robustness, and (7) human resources.

According to (Sukirman, 201) suggests that good work discipline can be caused by liking the job and the work environment. Lack of employee satisfaction at work can be caused by inadequate working conditions, lack of opportunities for achievement, and lack of recognition from superiors. According to (Arda, 2017) good work discipline reflects the magnitude of a person's sense of responsibility for the tasks assigned to him. This encourages work passion, satisfaction at work and the realization of organizational goals. Based on the results of the initial observations that the authors conducted at the Mandailing Natal Regency BKPSDM office, early signs of a lack of

employee job satisfaction were seen. This can be seen because it is influenced by several factors, namely the lack of fair and proper remuneration by leaders to employees. This is supported by the results of an interview that the author conducted with one of the Mandailing Natal Regency BKPSDM employees who said that: Currently there are still employees who often express their dissatisfaction with the wages or monthly salary they receive. Because there are still some employees who receive wages or salaries that are not in accordance with the workload given. In addition, job placement in accordance with competence and expertise is also a problem in job satisfaction, because there are still some employees who still work outside their area of expertise, which results in work not being completed according to target.

The author also conducted an interview with Mr. Anri Fauzan Rangkuti who is an employee at BKPSDM Mandailing Natal regarding his satisfaction at work, he said that: The role of the leadership at the Mandailing Natal Regency BKPSDM office until now still looks rigid. This is evident from the lack of loyalty to employees. So that most employees only talk about things that are considered important to the Head of BKPSDM. Therefore, the head of the Mandailing Natal Regency BKPSDM office, the leadership should be able to create harmonious conditions at work so that every employee will be comfortable working in accordance with the vision and mission of the Mandailing Natal Regency BKPSDM office. Based on the results of the interview above, it is very clear that there is still a lack of job satisfaction received by these employees at the Mandailing Natal District BKPSDM office. The lack of personnel or human resources is also one of the main problems at the Mandailing Natal District BKPSDM office, as a result of which there is an imbalance between the number of employees and the workload there. This is in accordance with the results of the author's interview with Mr. Amrin Zein, S.sos, staff staff for Development, Transfer and Promotion, who stated: The disproportionate number of jobs to the number of employees makes it difficult to achieve the goals to be achieved by BKPSDM. Moreover, currently the echelon IV positions have been functionalized, there are several vacant positions, but cannot be filled, because there must be a competency test in advance according to the field. Because of that, the existing work is carried out jointly by the BKPSDM staff.

Based on the results of these interviews it can be seen that the level of satisfaction at work is very unfulfilled. Employees who have high levels of job satisfaction are expected to be more loyal to the organization, more enthusiastic at work, and happier overall. Dissatisfied employees have a tendency to avoid duties and obligations, which will hinder the process of achieving company goals. This is in line with the view expressed by (Arianty, et al., 2016) which states that job satisfaction will foster positive emotions that will inspire people to complete their work. In contrast, unhappy workers are more likely to be lazy at work, which will prevent the organization from achieving its goals. To improve the efficiency of the bureaucracy and government apparatus at all levels of government, the government has implemented various reform era policies. Realizing or building highly competent State Apparatuses who can carry out their duties and positions in a professional manner is the goal of developing these competencies. based on Law Number 43 of 1999 Concerning Personnel Principles which regulates, among other things, Competency Development for Civil Servants. Therefore, it is only natural that the central government and regional governments pay sufficient attention to the development of apparatus work competence both in terms of quality and quantity, as well as knowledge, expertise, skills and attitudes, so that they can carry out the responsibilities and positions conferred in a professional manner.

In Law Number 5 of 2014 concerning the State Civil Apparatus it is stated that one of the rights of the State Civil Apparatus (ASN) is competency development. The development of these competencies is the right of ASNs, both ASNs who are Civil Servants (PNS) and Government Employees with Work Agreements (PPPK). Competence is the work ability of every human resource which includes aspects of knowledge, skills and work attitudes that are absolutely necessary in carrying out their duties. Based on the results of the initial observations that the authors conducted in the field, it can be seen that the competence possessed by BKPSDM employees is still lacking and needs improvement. This is proven through interviews with the author with one of the BKPSDM employees of the Mandailing Natal Regency who stated that: In the Mandailing Natal Regency, employee development and training is still lacking, even during the 2020-2022 period during the Covid-19 period there was absolutely no PIM Training for ASN Mandailing Natal Regency due to budget constraints, implementation and competence development should be an obligation for every employee. government agencies to fulfill the rights of every ASN. For this

reason, it is necessary to have a high commitment that must be carried out by the Head of the Region in order to plan a budget for the development and training of ASN so that employee competency is adequate. As well as creating a system for implementing sustainable HR competency development, so that efforts to create ASN that are professional, have basic values, professional ethics, free from political intervention, clean from corruption, collusion and nepotism practices can be carried out properly, quickly, on target. Based on the brief interview above, it can be concluded that the basis for HR competency development is the idea that an employee needs a variety of knowledge, skills and abilities to develop in order to function effectively in carrying out their duties and functions during their tenure and career. Employee competency development can be carried out through various activities, such as education and training, seminars, courses, upgrading, and so on.

Problems regarding work discipline seen in the Mandailing Natal Regency BKPSDM office, seen when the writer came to the office at 8 in the morning and only cleaning staff were in the office, so the writer was the first employee to come to the office, where it should have been 8 am, right? entered the office and employees should have started working, the results of the author's observations were also confirmed by the results of interviews with PLT. The Head of BKPSDM of Mandailing Natal Regency, Mr. Abdul Hamid Nasution, S.AP, said that the obligation that must be carried out by employees is the mandatory morning and evening apples. This is done so that an orderly atmosphere is maintained. In other cases, the writer also often sees employees who are very bored with their work, uncomfortable, dislike and dissatisfied with the tasks assigned to them. Employees who behave this way see their job as a burden or a kind of compulsion, and they will do their best to avoid it. This employee is basically not happy with the job given to him. Based on the background of this problem, the authors have conducted research at BKPSDM Mandailing Natal Regency to answer various problems as follows; ; 1) What is the significant influence of human resource competence and work discipline on employee job satisfaction at BKPSDM Mandailing Natal Regency? The formulation of the problem will be discussed through this article entitled " The Influence Of Human Resource Competency, Work Discipline On Job Satisfaction Of BKPSDM Employee In Mandailing Natal District."

## 2. Method

The method used by researchers is a quantitative method using a structural equation, namely the causality dimension of the influence of human resource competency on employee job satisfaction. This research was conducted at the BKPSDM office in Mandailing Natal Regency. The population in this study were all employees at BKPSDM Mandailing Natal Regency, totaling 46 people. The sample in this study consisted of 46 respondents whose data was collected using a total sampling technique. The research data were collected through a questionnaire using a Likert scale measurement and using 4 answer options, (disagree, disagree, agree, strongly agree). Analysis of the research data was carried out using a simple linear regression test. Before the regression test is carried out, the classical assumption test is carried out as required in the regression test. In addition to getting an overview of the two variables, frequency, mean, and TCR (Respondent Achievement Level) are also used.

## 3. Results And Discussion

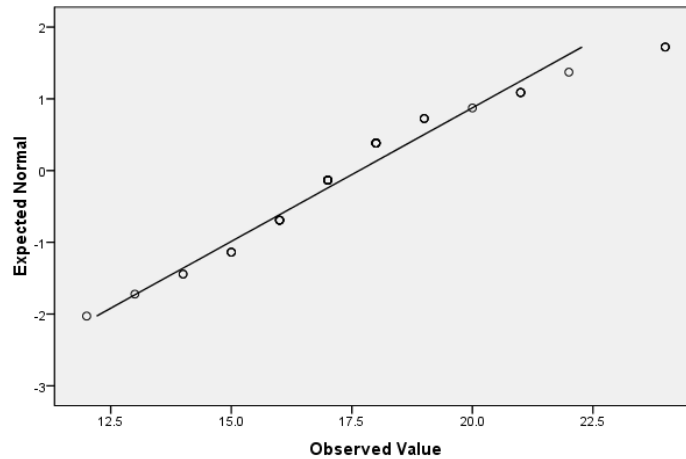
The normality test was conducted to determine whether or not the data originated from a normally distributed population. The Kolmogorov-Smirnov test was utilized to determine the level of normalcy. If the Asymp. Sig (2-tailed) is more significant than or equal to  $> 0.05$ , then the data are typically distributed. For additional information, please refer to the table below:

**Table 1.** Kolmogorov-Smirnov

No	Variabel	Sig.	Alpha	Distribution
1	Human Resource Competency (X1)	.002	0,05	Normal
2	Disiplin Kerja (X2)	.013	0,05	Normal
3	Employee Job Satisfaction (Y)	.006	0,05	Normal

From the table above, it can be seen that the significance value is more significant than 0.05. Because the significance is more than 0.05, the value of each variable is normally distributed.

Furthermore, the results of the normality test can be seen based on the plot graph in the following figure:



**Fig. 1.** Scatterplot Normality Test

It can be observed from the image that the points are near the diagonal line. If the residual data distribution is normal, then the diagonal line will describe the actual data. Thus, it is possible to conclude that the model is accurate and that the residual data distribution is normal.

### Linearity Test

Furthermore, the linearity test is used to see whether the model specifications are correct. Is the function used in an empirical, preferably linear, quadratic or cubic. This test will determine whether the practical model should be linear, quadratic or cubic.

**Table 2.** Linearity Test Result

No	Variabel	Sig.	Alpha	Information
1	Human Resource Competency (X1)	.032	0,05	Linear
2	Work Discipline (X2)	.028	0,05	Linear
3	Employee Job Satisfaction (Y)	.054	0,05	Linear

From the results of the linearity test that has been done, it looks significant greater than 0.05 which means the relationship is linear. This shows that the competence of Human Resources, work discipline has a linear pattern on employee job satisfaction at BKPSDM Mandailing Natal Regency.

### Heteroscedasticity Test

The heteroscedasticity test is used to test whether there is an unequal variance from the residual of one observation to another. If heteroscedasticity occurs, this indicates that the residual variance is not the same or fixed, so regression becomes inefficient. A good regression model is a homoscedasticity or free from heteroscedasticity symptoms. The heteroscedasticity test can be performed using the Spearman correlation method. The heteroscedasticity test is carried out to determine whether the predictors significantly affect the residual value. A typical residual has a significant value  $>0.05$ . For more details, it can be explained in the following table:

**Table 3.** Heteroscedasticity Test

No	Variabel	Sig.	Alpha	Information
1	Human Resource Competency (X1)	.417	0,05	There is no heteroscedasticity
2	Work Discipline (X2)	.238	0,05	There is no heteroscedasticity

Based on the table above for the human resource competency variable (X1) it is 0.417 with significance value greater than 0.05 ( $0.417 > 0.05$ ) then it is stated that human resource data (X1) is homogeneous. Then the work discipline variable (X2) is obtained at 0.238 with significant value greater than 0.05 which means ( $0.238 > 0.05$ ), and this variable indicates that have a homogeneous variance.

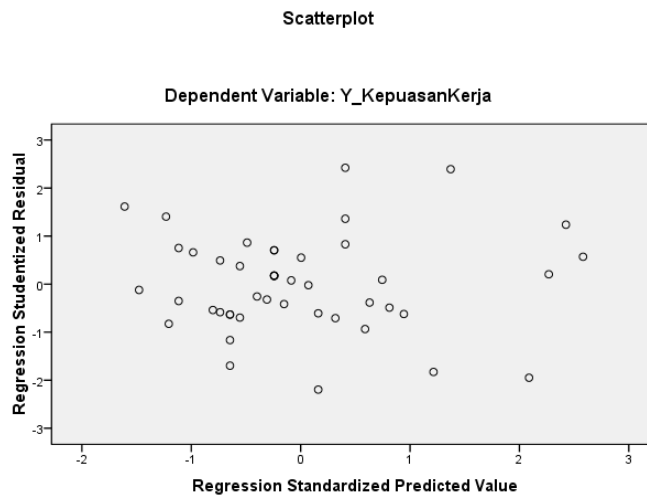


Fig. 2.Heteroscedasticity Test

**Autocorrelation Test**

The autocorrelation test was carried out by determining dU, dL, 4-dU, 4-dL, and Durbin Watson values. The dU and dL values can be obtained from the Durbin-Watson statistical table with  $n=46$ ,  $k=4$ . Durbin Watson value= 1.470 obtained from the table below:

Table 4. Autocorrelation Test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Model Summary <sup>b</sup>					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.535 <sup>a</sup>	.286	.253	1.910	.286	8.625	2	43	.001	1.470

a. Predictors: (Constant), X3\_ work discipline, X1\_ human resource competency

b. Dependent Variable: Y\_ employee job satisfaction

**Multicollinearity Test**

The multicollinearity test aims to test whether the regression model found a correlation between the independent variables. If the independent variables are correlated, then these variables are not orthogonal. Orthogonal variables are independent variables whose correlation values among independent variables are equal to zero. To detect the presence or absence of multicollinearity in the regression model is as follows:

Table 5. Multicollinearity Test

No	Variabel	VIF Value	Tolerance	VIF Limit	Information
1	Human Resource Competency (X1)	1.933	.517	10	Multicollinearity does not occur
2	Work Discipline (X2)	1.933	.517	10	Multicollinearity does not occur

The results of calculating the tolerance value show that no independent variables have a tolerance value of less than 10%, which means there is no correlation between independent variables whose value is more than 90%. The results of calculating the value of the variance inflation factor (VIF)

also show the same thing. There is not one independent variable that has a VIF value of more than 10. So it can be concluded that there is no multicollinearity between the independent variables in the regression model.

### Multiple Regression Analysis

Multiple linear regression analysis with human resource competence (X1), work discipline variable (X2), to employee job satisfaction variable (Y). This regression model can be used for determine the simultaneous and partial effects of human resource competence, work discipline on employee job satisfaction in Mandailing Natal District. Based on the calculation results of SPSS for Windows 21.0, the following is a regression analysis table obtained:

**Table 6.** Multiple Regression Analysis

Model Summary <sup>b</sup>					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change
1	.535 <sup>a</sup>	.286	.253	1.910	.286
<b>a. Predictors: (Constant), X3_DiisciplinKerja, X1_human resource competency</b>					
<b>b. Dependent Variable: Y_KepuasanKerja</b>					
Coefficients <sup>a</sup>					
Model		Unstandardized Coefficients		Standardized Coefficients	
		B	Std. Error	Beta	
1	(Constant)	7.816	2.343		
	X1_human resource competency	.185	.148	.224	
	X3_work discipline	.292	.147	.355	

The table above shows that the multiple regression equation obtained from the results of the analysis is as follows:

$$Y = 7.816 + 0,185 X1 + 0,292 X2$$

The regression model has the meaning:

**Constant: 7.816,477**

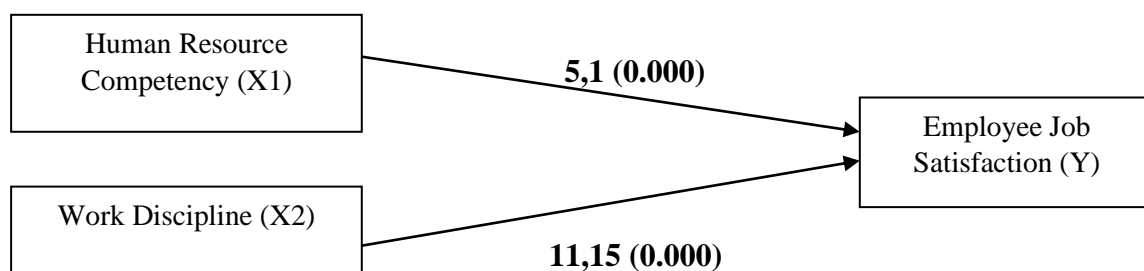
If the variables of human resource competency and work discipline on employee job satisfaction is 7,816.477.

#### Regression coefficient X1 (human resource competency)

From the calculation of multiple regression obtained a coefficient (b1) of 0.185. This means that if the human resource competency variable increases by 1 (one) point while the work discipline variable is considered constant, it will cause an increase in employee job satisfaction by 0.185

#### Regression coefficient X2 (work discipline)

From the calculation of multiple regression, the coefficient (b2) is 0.186. This means that if the work discipline variable increases by 1 (one) point. On the other hand, the human resource competency variable is considered constant, which will lead to an increase in employee job satisfaction variable of 0.292.



**Fig. 3.** Multiple Regression Coefficient Result



## Discussion

Based on the description previously explained, it is proven that the significant figure for the influence of HR competence on employee job satisfaction at BKPSDM Mandailing Natal Regency is 0.000. The significance value obtained from testing this hypothesis shows  $<0.05$ . This means that  $H_a$  is accepted and  $H_o$  is rejected. From these results it can be stated that HR competence influences employee job satisfaction at BKPSDM Mandailing Natal Regency. This is evidenced by the results of the influence of HR competence on employee job satisfaction at BKPSDM Mandailing Natal Regency which has a significance of 0.000 and an Adjusted R Square value of 0.253. Thus it can be said that the contribution of the influence of HR competence on employee job satisfaction at BKPSDM Mandailing Natal Regency is 25.3%. While the remaining 74.7% is influenced by other variables not examined in this study. Furthermore, the R value is 0.470 or 47%, which means that employees at BKPSDM Mandailing Natal Regency, their HR competencies have contributed or benefited by 47%.

This finding reinforces previous findings, including; The results of research conducted by Hasrudy Tanjung. (2016) entitled *The Influence of Work Discipline, Competence and Organizational Culture on Employee Job Satisfaction at the North Sumatra Plantation Service*. The results of this study are that work discipline has a positive and significant impact on employee job satisfaction at the Plantation Office of North Sumatra Province, so that work discipline needs to be maintained. Competence on employee job satisfaction at the North Sumatra Provincial Plantation Service has a positive and significant influence so that competence needs to be maintained. Furthermore, the results of research conducted by Heru Riyadi. (2022) *The Effect of Communication, Work Motivation and Competence on Job Satisfaction and the Implications for the title Lecturer Performance at Private Tourism Universities in West Java*. The result of this study is that competence contributes a significant and second-largest influence on the job satisfaction of lecturers at private tourism colleges in West Java. So that it can be said that the competence of lecturers is very adequate and supports job satisfaction.

Further research conducted by Sigit Purnomo. 2020. With the title *The Influence of Organizational Culture, Work Environment, and Work Discipline on Employee Job Satisfaction at PT Panca Putra Madan*. The results of the partial test of work discipline on job satisfaction have a positive and significant effect, where  $t_{count} > t_{table}$  ( $2.364 > 1.99$ ). The magnitude of the contribution of the independent variables, namely organizational culture, work environment and work discipline on job satisfaction, obtained an Adjusted R Square figure of 0.266 or 26.6% where 73.4% are other components outside this research. Research Muh. Subhan. 2020. With the title *The Effect of Work Discipline and Organizational Culture on Employee Job Satisfaction at the Wawo District Office, Bima Regency*. The purpose of this study was to determine the effect of work discipline and organizational culture on employee job satisfaction at the District Office of Wawo Bima Regency partially and simultaneously. The results of the regression analysis explain that work discipline has a significant effect on employee job satisfaction at the Wawo District Office, Bima Regency, as evidenced by the calculated t value which is greater than the t table value ( $3.336 > 1.701$ ) and the Sig value  $< 0.05$  ( $0.002 < 0.05$ ). In addition, research conducted by Lili E. Lucky Meilasari. 2020 with the title *Effect of Compensation, Workload and Work Discipline on Employee Job Satisfaction*. Data collection techniques used were observation, interviews, and distributing questionnaires. The results of this study indicate that work discipline has a positive and significant effect on job satisfaction.

## 4. Conclusion

Based on the results of the research and discussion that has been stated previously regarding the influence of HR competence and work discipline on employee job satisfaction at BKPSDM Mandailing Natal Regency, conclusions can be drawn including:

1. From the calculation of multiple regression obtained a coefficient ( $b_1$ ) of 0.185. This means that if the human resource competency variable increases by 1 (one) point while the work discipline variable is considered constant, it will cause an increase in employee job satisfaction by 0.185

2. From the calculation of multiple regression, the coefficient (b<sub>2</sub>) is 0.186. This means that if the work discipline variable increases by 1 (one) point. On the other hand, the human resource competency variable is considered constant, which will lead to an increase in employee job satisfaction variable of 0.292.
3. The results of the influence of HR competence and work discipline on employee job satisfaction at BKPSDM Mandailing Natal Regency have a significance of 0.000 and an Adjusted R Square value of 0.253. Thus it can be said that the contribution of the influence of HR competence on employee job satisfaction at BKPSDM Mandailing Natal Regency is 25.3%. While the remaining 74.7% is influenced by other variables not examined in this study. Furthermore, the R value is 0.535 or 53.5%, which means that in Mandailing Natal Regency HR competence and work discipline have contributed or benefited by 53.5%. The significance of the effect is 0.000 so that the truth of this conclusion can be trusted up to 100%.

Based on the research conclusions that have been stated above, through this research several suggestions can be given, including:

1. The results of the study show that the contribution of HR competence and work discipline to employee job satisfaction at BKPSDM Mandailing Natal Regency is 25.3%. This means that the remaining 74.7% has not been maximized. Thus it is suggested to every employee in BKPSDM Mandailing Natal Regency to be able to improve the competence of human resources and work discipline in order to create a good working atmosphere.
2. For academics, the results of this research are only part of additional information, theory development. So that more comprehensive research is needed.
3. For future researchers, it is recommended to conduct further research related to work enthusiasm by adding new theories and examining other factors that influence job satisfaction.

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