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The Influence of Organizational Competency and Communication on Job Satisfaction and Implications for Employee Performance at Bank Jambi

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Abstract: This study aims to analyze the influence of organizational competence and communication on job satisfaction, which in turn impacts employee performance at Bank Jambi. This research is motivated by the importance of improving the quality of human resources in the increasingly competitive banking industry. Therefore, organizational competence and communication are strategic factors in creating job satisfaction and improving employee performance. The study employed a quantitative approach with a survey method. The study population was 168 Bank Jambi employees, while the sample size was 118 respondents, determined using the Slovin formula and proportionate random sampling technique. Data collection was conducted through questionnaires using a five-point Likert scale. Data analysis was conducted using the Structural Equation Modeling-Partial Least Squares (SEM-PLS) approach using SmartPLS 3 software. The results indicate that organizational competence and communication have a positive and significant effect on job satisfaction. Competence, organizational communication, and job satisfaction also have a positive and significant effect on employee performance. Furthermore, job satisfaction has been shown to significantly mediate the influence of organizational competence and communication on employee performance. These findings indicate that improving employee competency supported by effective organizational communication will increase job satisfaction, which ultimately impacts employee performance. This research provides practical implications for Bank Jambi management to continue developing employee competency, strengthening organizational communication systems, and creating a work environment that enhances job satisfaction as an effort to sustainably improve organizational performance.

Keyword: Competence, Organizational Communication, Job Satisfaction, Employee Performance, Bank Jambi.

INTRODUCTION

Human resources are strategic assets that determine an organization's success in achieving its goals. In the banking industry, organizational success is determined not only by

the adequacy of capital and technology, but also by the competence of human resources capable of providing quality service to customers. Zahari et al. (2022) state that human resources are a strategic factor that must be managed through competency development, capability enhancement, and work behavior formation to create an organizational competitive advantage. Therefore, organizations need to develop employee competency, establish effective organizational communication, and create job satisfaction to continuously improve employee performance.

In modern organizations, competency is a key asset for increasing productivity and job satisfaction. Employees whose competencies align with job demands tend to be more confident, able to complete tasks effectively, gain recognition from the organization, and ultimately feel satisfied with their work. Conversely, a mismatch between competencies and job demands often leads to work stress, which results in lower employee satisfaction and performance.

According to Spencer and Spencer (1993), competence is a fundamental characteristic possessed by an individual that is directly related to effectiveness or superior performance in carrying out work. Competence encompasses not only knowledge and skills but also motives, self-concept, traits, and individual behaviors that influence success in completing work. Meanwhile, Wibowo (2022) explains that competence is an individual's ability to perform work based on knowledge, skills, and work attitudes, thereby producing optimal performance.

In addition to competence, organizational communication is a crucial factor in supporting organizational effectiveness. Robbins and Judge (2023) state that organizational communication is the process of exchanging information and understanding among organizational members to achieve common goals. Effective communication improves coordination, reduces conflict, accelerates decision-making, and creates harmonious working relationships. Similarly, Pace and Faules (2018) suggest that organizational communication is the flow of information that connects all parts of an organization so that organizational activities can run in an integrated manner.

Job satisfaction is an individual's emotional response to their work. According to Robbins and Judge (2023), job satisfaction reflects an employee's positive feelings about their job, which arise from comparing their expectations with the working conditions they receive. High job satisfaction will increase loyalty, organizational commitment, productivity, and the quality of service provided to customers.

Employee performance is the work results achieved by an individual in accordance with the responsibilities assigned by the organization. Mangkunegara (2017) defines performance as the quality and quantity of work results achieved by an employee in carrying out tasks according to their assigned responsibilities. High performance is an indicator of an organization's success in achieving its goals and maintaining competitiveness.

Several previous studies have shown that organizational competence and communication are closely related to both job satisfaction and employee performance. Research by Arif and Indrawijaya (2021) demonstrated that organizational competence and communication have a positive effect on work motivation and improve employee performance. These results indicate that improving individual capabilities supported by good organizational communication can drive higher performance. Research by Turnip et al. (2021) also found that organizational communication has a positive and significant effect on employee performance. This research shows that effective communication can improve work coordination, clarify task allocation, and increase job satisfaction, ultimately impacting employee performance.

More recent research by Romadhon et al. (2024) shows that organizational communication has a positive effect on employee job satisfaction and performance. Furthermore, job satisfaction has been shown to partially mediate the effect of communication on performance, making job satisfaction an important mechanism in explaining the relationship between organizational communication and employee performance.

Research by Oktarina and Prayoga (2024) also concluded that organizational communication and job satisfaction simultaneously have a positive influence on employee performance. Organizations that foster open and conducive internal communication tend to have employees who are more satisfied with their jobs, resulting in better performance.

However, previous research findings still show variation regarding the mechanisms of the relationship between competence, organizational communication, job satisfaction, and employee performance. Some studies demonstrate a direct effect of competence on performance, while others suggest that job satisfaction acts as a mediating variable that strengthens the relationship. These differences in research findings indicate a research gap that requires further study, particularly in the regional banking sector.

Bank Jambi, as a Regional Development Bank, continues to undertake organizational transformation through human resource competency development, increased internal communication effectiveness, and improved performance management systems. However, the success of this strategy is determined not only by improved organizational competency and communication, but also by the level of job satisfaction experienced by employees. Therefore, this study aims to analyze the influence of organizational competency and communication on job satisfaction and its implications for employee performance at Bank Jambi, using job satisfaction as an intervening variable.

METHOD

This study employed a quantitative approach with an explanatory survey method. The research object was the Bank Jambi Head Office. The study population consisted of all 168 employees at the Bank Jambi Head Office. The sample size was determined using the Slovin formula with an error tolerance of 5%, resulting in 118 respondents. The sampling technique used was proportionate random sampling, a random sampling technique that considers the proportion of each work unit so that all members of the population have an equal opportunity to be respondents (Sugiyono, 2023).

The data used consisted of primary and secondary data. Primary data was obtained by distributing questionnaires to respondents using a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). According to Sekaran and Bougie (2020), the Likert scale is the most widely used instrument in organizational behavior research because it can systematically measure respondents' perceptions, attitudes, and opinions. Secondary data was obtained from company reports, internal documents from Bank Jambi, books, scientific journals, and other publications relevant to the research.

The research variables consisted of competency (X_1), organizational communication (X_2), job satisfaction (Y), and employee performance (Z). Data analysis was performed using the Structural Equation Modeling-Partial Least Squares (SEM-PLS) method with the assistance of SmartPLS 3 software. The analysis was conducted in two stages: evaluation of the measurement model (outer model) and the structural model (inner model).

RESULTS AND DISCUSSION

Description of Research Variables

The descriptive analysis in this study aims to provide a general overview of respondents' perceptions of the variables of competency, organizational communication, job satisfaction, and employee performance at Bank Jambi. Data were obtained from 118 respondents completing a questionnaire using a Likert scale. This analysis was conducted by examining the scores of respondents' responses to each research variable. The scores are shown in the following table:

Table 1. Respondent Scores per Variable

Variables	Item	Total Score	Scale Range	Category
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Competence (X1)	9	3897	3.610,8–4.460,3	High
Organizational Communication (X2)	12	5.230	4.814,4–5.947,1	Good
Job Satisfaction (Y)	10	4.310	4.012,0–4.955,0	Satisfied
Performance (Z)	10	4.367	4.012,0–4.955,0	High

Source: Primary data, processed (2026)

The results of this study indicate that each employee has a positive perception of the variables of competency, organizational communication, job satisfaction, and employee performance. The total score for each variable is 3897, categorized as high, organizational communication 5230, categorized as good, job satisfaction 4310, categorized as satisfied, and employee performance 4367, categorized as high.

Outer Model Test Results

The outer model (measurement model) test aims to assess the extent to which the indicators used in the study are able to measure the latent constructs validly and reliably. In this study, the analysis was conducted using SmartPLS to test convergent validity, discriminant validity, and construct reliability. According to Hair et al. (2022), a construct is considered good if it meets the criteria of convergent validity, discriminant validity, and composite reliability.

Convergent Validity Test

Convergent validity indicates the extent to which indicators within a construct have a high correlation. The measures used are the outer loading value and the Average Variance Extracted (AVE).

Outer Loading Value

A high outer loading value indicates that the indicator effectively measures the latent construct, while a lower value indicates potential problems in the model. Hair et al. (2022) stated that the criterion for eligibility is that an indicator is declared valid if the outer loading value is >0.70 .

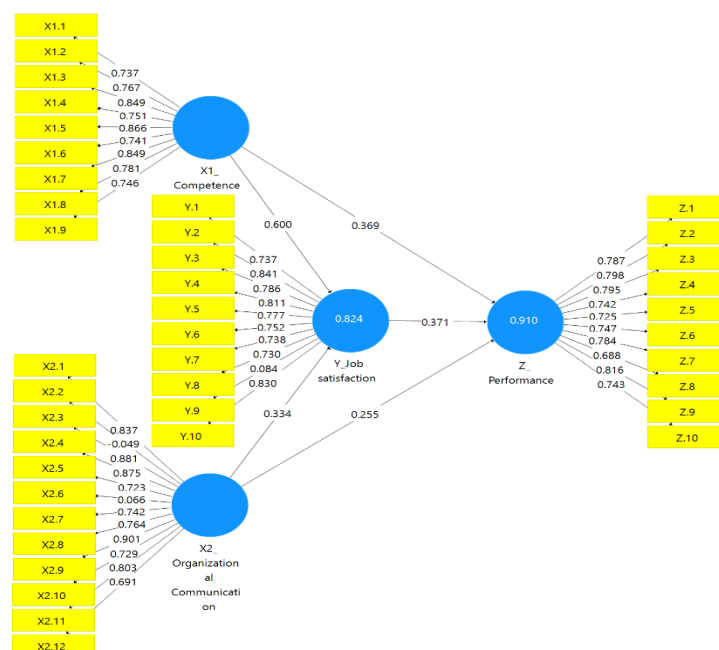


Figure 1. Outer Model

The test results show that all indicators in the organizational climate, competency, work motivation, and employee performance variables have outer loading values above 0.70. This result indicates that all indicators adequately represent the constructs being measured. Therefore, no indicators were eliminated from the research model.

Substantively, these results indicate that each item in the questionnaire was well understood by respondents and had a strong relationship with the measured variables.

Average Variance Extracted (AVE)

AVE indicates the proportion of indicator variance that can be explained by the latent construct. Ghozali and Latan (2015) stated that a construct is said to have good convergent validity if the AVE value is ≥ 0.50 . An AVE value ≥ 0.50 indicates that more than 50% of the indicator's variance can be explained by the latent construct, with the remainder explained by measurement error.

Table 2. Average Variance Extracted Values

Variables	AVE	$\sqrt{\text{AVE}}$	Description
Competence (X1)	0,623	0,789	Valid
Organizational Communication (X2)	0,663	0,814	Valid
Job Satisfaction (Y)	0,607	0,779	Valid
Performance (Z)	0,603	0,899	Valid

Source: SmartPLS 3 Output (2026).

Based on the table, all variables have an AVE value above 0.50. This means that the constructs of competency, organizational communication, job satisfaction, and employee performance have met the convergent validity criteria.

Discriminant Validity Test

The discriminant validity test uses cross-loading values and aims to ensure that each construct has distinct characteristics and does not overlap excessively with other constructs. An indicator is considered to meet discriminant validity if its cross-loading value is greater than 0.7. The results of the discriminant validity test are as follows:

Table 3. Cross-Loading

Item	Competence (X1)	Organizational Communication (X2)	Job Satisfaction (Y)	Performance (Z)
X1.1	0.736	0.662	0.647	0.686
X1.2	0.763	0.694	0.682	0.668
X1.3	0.851	0.707	0.713	0.762
X1.4	0.754	0.605	0.687	0.685
X1.5	0.867	0.681	0.692	0.775
X1.6	0.736	0.673	0.644	0.634
X1.7	0.850	0.664	0.649	0.744
X1.8	0.783	0.668	0.644	0.694
X1.9	0.748	0.604	0.662	0.679
X2.1	0.680	0.845	0.660	0.668
X2.3	0.693	0.897	0.713	0.732
X2.4	0.718	0.895	0.700	0.723
X2.5	0.564	0.725	0.611	0.613
X2.7	0.619	0.736	0.609	0.603

Item	Competence (X1)	Organizational Communication (X2)	Job Satisfaction (Y)	Performance (Z)
X2.8	0.738	0.759	0.742	0.714
X2.9	0.738	0.913	0.742	0.737
X2.10	0.626	0.707	0.666	0.797
X2.11	0.639	0.818	0.628	0.670
Y.1	0.726	0.647	0.739	0.718
Y.2	0.769	0.681	0.844	0.777
Y.3	0.692	0.612	0.784	0.692
Y.4	0.685	0.629	0.812	0.661
Y.5	0.663	0.623	0.777	0.671
Y.6	0.720	0.615	0.752	0.723
Y.7	0.603	0.554	0.737	0.659
Y.8	0.675	0.630	0.728	0.704
Y.10	0.695	0.631	0.831	0.683
Z.1	0.675	0.624	0.615	0.798
Z.2	0.667	0.734	0.689	0.818
Z.3	0.711	0.730	0.704	0.773
Z.4	0.699	0.624	0.637	0.744
Z.5	0.613	0.615	0.661	0.712
Z.6	0.741	0.675	0.731	0.752
Z.7	0.659	0.727	0.702	0.793
Z.9	0.712	0.658	0.656	0.833
Z.10	0.747	0.606	0.658	0.758

Source: Smart PLS 3.0 Output (2026)

The analysis results show that all constructs meet the criteria for having cross-loading values greater than 0.7. This finding strengthens the evidence that the indicators used in this study have good discriminant validity in composing their variables. Therefore, the requirements for discriminant validity are met, and the model can proceed to the next stage of analysis.

Construct Reliability Test

Construct reliability indicates the internal consistency between indicators in measuring latent variables. The measures used are Cronbach's Alpha and Composite Reliability. According to Hair et al. (2022), values above 0.70 indicate good reliability.

Table 4. Cronbach's Alpha and Composite Reliability

Variables	Cronbach's Alpha	Composite Reliability	Description
Competence (X1)	0.923	0.937	Reliabel
Organizational Communication (X2)	0.935	0.946	Reliabel
Job Satisfaction (Y)	0.919	0.933	Reliabel
Performance (Z)	0.917	0.932	Reliabel

Source: Smart PLS 3.0 Output (2026)

The table above shows that all variables have Cronbach's Alpha and Composite Reliability values > 0.70. These results indicate that the research instrument has a very good level of internal consistency.

Inner Model Testing

The inner model evaluation was conducted to determine the structural model's ability to explain the relationships between latent variables. Inner model testing included the R-Square (R^2) and f^2 Effect Size (f^2) values.

R-Square (R^2) Value

The coefficient of determination (R^2) value indicates the ability of exogenous variables to explain variation in endogenous variables. Referring to the criteria of Hair et al. (2022), an R^2 value of 0.75 is considered strong (substantial), indicating that this study's structural model has good predictive ability. The test results are presented in the following table:

Path analysis is an extension of multiple linear regression analysis used to determine the direct and indirect effects among variables in a study. This analysis aims to explain the causal relationships between independent variables and a dependent variable, whether directly or through an intervening variable.

In this study, path analysis is employed to analyze the effects of Leadership (X1) and Compensation (X2)—mediated by Job Satisfaction (Y) as an intervening variable—on Employee Performance (Z) at PT. Velindo Aneka Tani.

Table 5. R-Square Value

Variables	R Square	Adjusted R Square
Job Satisfaction (Y)	0.814	0.810
Performance (Z)	0.874	0.871

Source: Smart PLS 3.0 Output (2026)

Table 5 shows that the R^2 value for job satisfaction is 0.814, meaning that the competency and organizational communication variables explain 81.4% of job satisfaction, while the remaining 18.6% is explained by other variables outside the research model. Meanwhile, the R^2 value for employee performance is 0.874, meaning that the competency, organizational communication, and job satisfaction variables explain 87.4% of the variation in employee performance, while the remaining 12.6% is determined by other factors not examined.

F-Square Value (f^2 Effect Size)

The F-square test is conducted to assess the significance of an exogenous construct's contribution to changes in the R-square value when that construct is removed from the model. The interpretation criteria for effect size, according to Hair et al. (2017), are: A value of 0.02 indicates a small effect; a value of 0.15 indicates a moderate effect; and a value of 0.35 represents a large effect. A value below 0.02 indicates that the variable does not have a significant effect. The results of the F-square calculation for this research model are presented in the following table:

Table 6. F-Square Values

Variables	Job Satisfaction (Y)	Performance (Z)
Competence (X1)	0.637	0.203
Organizational Communication (X2)	0.102	0.091
Job Satisfaction (Y)		0.200

Source: Smart PLS 3.0 Output (2026)

Based on the F-square value, the relationship between competency and job satisfaction was $0.637 > 0.35$. This value indicates that competency has a significant influence on employee job satisfaction at Bank Jambi Head Office. The relationship between organizational

communication and job satisfaction was $0.102 < 0.15$, indicating that organizational communication has a small influence on employee job satisfaction.

The relationship between competency and performance was $0.203 > 0.15$, indicating that competency has a moderate influence on employee performance. The relationship between organizational communication and performance was $0.091 < 0.15$, indicating that organizational communication has a small influence on employee performance. Furthermore, the relationship between job satisfaction and performance was $0.200 > 0.15$. This value indicates that job satisfaction has a moderate influence on performance.

Hypothesis Testing (Bootstrapping)

Hypothesis testing was conducted using the bootstrapping method with a significance level of 5%. The decision-making criteria were that the hypothesis was accepted if the t-statistic was greater than 1.96 and the p-value was less than 0.05 at the 5% significance level ($\alpha = 0.05$). The model of the research construct relationships using the bootstrapping method can be seen in the following figure.

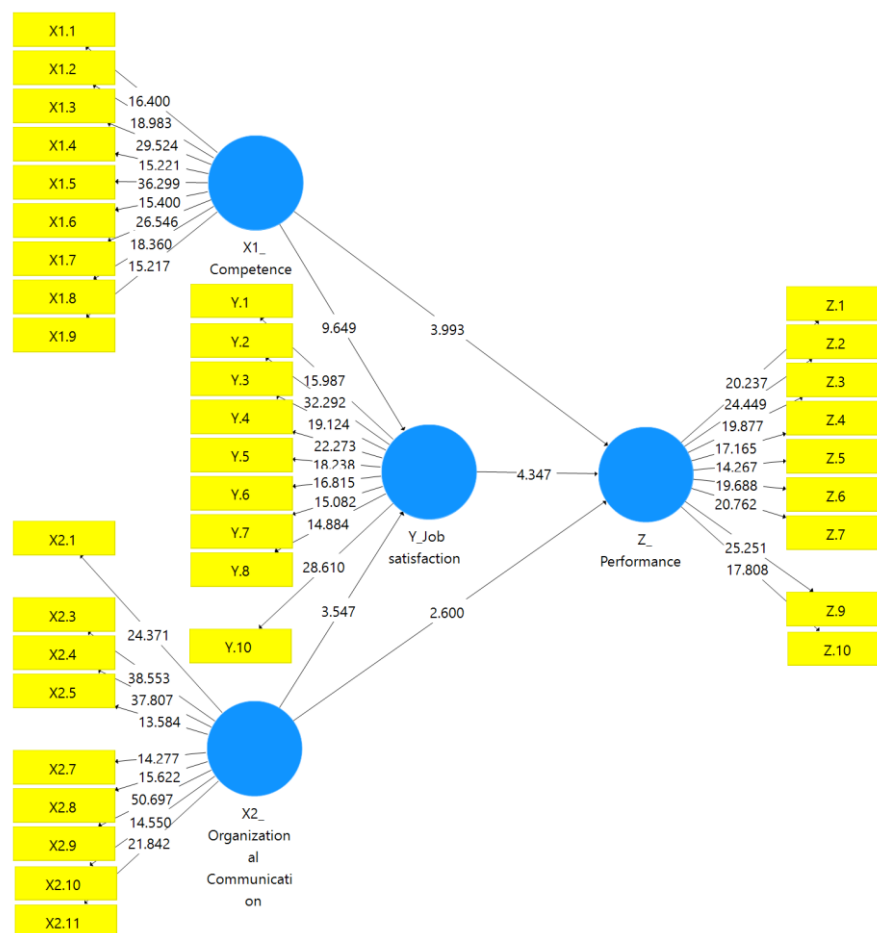


Figure 2. Construct Relationship Model Using the Bootstrapping Method

Bootstrapping results indicate that all relationships between variables are statistically significant. This finding proves that all research hypotheses are accepted. Hypothesis testing can also be performed on direct effect analysis, namely to test the significance of the causal relationship between the independent (exogenous) and dependent (endogenous) variables in the research model. This method verifies whether a predictor variable statistically influences the

outcome variable. The results of the statistical computations from the test can be seen in the following table:

Table 7. Direct Effect Results

Relationships Between Variables	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Competence → Job Satisfaction	0.664	0.663	0.073	9.121	0.000
Organizational Communication → Job Satisfaction	0.266	0.268	0.078	3.426	0.001
Competence → Performance	0.394	0.393	0.102	3.853	0.000
Organizational Communication → Performance	0.217	0.222	0.083	2.621	0.009
Job Satisfaction → Performance	0.368	0.364	0.089	4.115	0.000

Source: Smart PLS 3.0 Output (2026)

Based on the hypothesis testing results in the table above, the following can be interpreted: 1. The direct effect of competence on job satisfaction has a t-statistic of $9.121 > 1.96$, and the p-value is less than the 5% significance level ($0.000 < 0.05$). These results indicate that competence has a positive and statistically significant effect on job satisfaction, and H_a is accepted. This means that higher employee competence leads to higher job satisfaction. 2. The direct effect of organizational communication on job satisfaction has a t-statistic of $3.426 > 1.96$, and the p-value is less than the 5% significance level ($0.001 < 0.05$). These results indicate that organizational communication has a positive and statistically significant effect on job satisfaction, and H_a is accepted.

This means that better organizational communication leads to higher job satisfaction. 3. The direct effect of competence on performance has a t-statistic of $3.853 > 1.96$, and the p-value is less than the 5% significance level ($0.000 < 0.05$). These results indicate that competence has a positive and statistically significant effect on performance, and H_a is accepted. This means that higher employee competence will improve performance. 4. The direct effect of organizational communication on performance has a t-statistic of $2.621 > 1.96$, and the p-value is less than the 5% significance level ($0.009 < 0.05$). These results indicate that organizational communication has a positive and statistically significant effect on performance, and H_a is accepted. This means that better organizational communication will improve performance.

5. The direct effect of job satisfaction on performance has a t-statistic of $4.115 > 1.96$, and a p-value less than the 5% significance level ($0.000 < 0.05$). These results indicate that job satisfaction has a positive and statistically significant effect on performance, and H_a is accepted. This means that increasing employee job satisfaction will improve performance.

Mediation Test Results

A mediation test is a statistical analysis method to determine whether an intermediary variable (mediator) is able to bridge or explain the influence mechanism between the independent (exogenous) and dependent (endogenous) variables. This variable makes the influence indirect.

Table 8. Indirect Effect Values

Relationships Between Variables	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
Competence → Job Satisfaction → Performance	0.244	0.242	0.066	3.719	0.000
Organizational Communication → Job Satisfaction → Performance	0.098	0.097	0.036	2.678	0.008

Source: Smart PLS 3.0 Output (2026)

Based on Table 8, the mediation test to determine the indirect effect can be explained as follows: 1. The indirect effect of competence through job satisfaction on employee performance has a t-statistic of $3.719 > 1.96$, and the p-value is less than the 5% significance level ($0.000 < 0.05$). Therefore, it can be concluded that competence through job satisfaction has a positive and significant effect on employee performance, thus H_a is accepted. This means that competence can mediate job satisfaction in improving employee performance.

2. The indirect effect of organizational communication through job satisfaction on employee performance has a t-statistic of $3.719 > 1.96$, and the p-value is less than the 5% significance level ($0.000 < 0.05$). Therefore, it can be concluded that organizational communication through job satisfaction has a positive and statistically significant effect on employee performance, and H_a is accepted. This means that organizational communication can mediate job satisfaction and improve employee performance.

Discussion

The Effect of Competence on Job Satisfaction

The results of this study indicate that competence has a positive and significant effect on job satisfaction among Bank Jambi employees. This finding indicates that the higher an employee's competence, the higher their perceived level of job satisfaction. Competence, which consists of knowledge, skills, abilities, and individual characteristics, makes employees more confident in completing their work, thereby reducing work pressure and increasing job satisfaction.

This finding aligns with Spencer and Spencer's (1993) theory, which states that competence is a fundamental individual characteristic that determines the effectiveness of their performance. Employees who possess competencies aligned with job demands tend to be able to perform optimally, thus gaining recognition and job satisfaction. This opinion is also supported by Wibowo (2022), who explains that increasing competence through education, training, and work experience will increase employee self-confidence and job satisfaction.

The Effect of Organizational Communication on Job Satisfaction

The results of this study indicate that organizational communication has a positive and significant effect on job satisfaction among Bank Jambi employees. Open, clear, and effective communication facilitates coordination between employees and between superiors and subordinates, creating a conducive work environment.

According to Pace and Faules (2018), organizational communication is the process of exchanging information that enables all members of an organization to understand organizational goals and carry out their work effectively. Meanwhile, Robbins and Judge (2023) state that effective communication can reduce conflict, increase cooperation, and strengthen interpersonal relationships, thereby increasing job satisfaction.

The findings of this study support the findings of Turnip et al. (2021) and Romadhon et al. (2024), which concluded that organizational communication has a positive effect on job satisfaction. Employees who receive clear information, the opportunity to express their opinions, and receive feedback from their leaders tend to have higher levels of job satisfaction than employees who work in less effective communication environments.

The Effect of Competence on Employee Performance

The results of this study indicate that competence has a positive and significant effect on the performance of Bank Jambi employees. This means that increasing competence will improve employees' ability to complete work according to organizational standards.

According to Mangkunegara (2017), competence is a key factor determining individual success in producing quality performance. Employees who possess the knowledge and skills needed by the organization will more easily achieve work targets, increase productivity, and provide quality service to customers. This opinion is supported by Zahari et al. (2022), who state that competence is a key organizational asset in increasing productivity and competitiveness because it determines an individual's ability to complete work according to organizational standards.

The results of this study support the research of Arif and Indrawijaya (2021), and Bintang et al. (2026), which found that competence positively contributes to improving employee performance. Colquitt et al.'s (2021) research also explains that individual competence is a crucial factor in shaping productive work behaviors oriented toward achieving organizational goals.

The Influence of Organizational Communication on Employee Performance

Research results show that organizational communication has a positive and significant impact on employee performance. This finding indicates that effective communication facilitates coordination, accelerates work completion, reduces operational errors, and increases work productivity.

According to Robbins and Judge (2023), good communication enables all organizational members to understand their tasks, responsibilities, and targets, thereby increasing organizational performance. Furthermore, Pace and Faules (2018) emphasized that organizational communication is a coordination tool that can improve the effectiveness of both individual and group work.

These research findings align with those of Turnip et al. (2021) and Oktarina and Prayoga (2024), which demonstrated that organizational communication has a positive impact on employee performance. Open communication improves work coordination, strengthens teamwork, and encourages the achievement of organizational goals.

The Influence of Job Satisfaction on Employee Performance

The research results indicate that job satisfaction has a positive and significant impact on employee performance. This suggests that the higher the employee's satisfaction with their work, the better their performance. Job satisfaction encourages employees to work optimally, assume high levels of responsibility, and strive to achieve organizational targets.

According to Robbins and Judge (2023), job satisfaction is an individual's positive attitude toward their work, which influences productivity and work effectiveness. Luthans (2021) also states that satisfied employees tend to have higher motivation, commitment, and loyalty, thereby improving their performance.

This finding aligns with research by Eliyana et al. (2019), Jufrizen (2021), and Purnomo et al. (2023), which demonstrated that job satisfaction has a positive and significant impact on employee performance. Therefore, organizations need to improve job satisfaction by providing fair compensation, career development opportunities, a conducive work environment, and harmonious working relationships to continuously improve employee performance.

The Mediating Role of Job Satisfaction in the Relationship Between Competence and Employee Performance

The results of this study indicate that job satisfaction mediates the effect of competence on employee performance. This suggests that increased competence not only directly impacts performance but also increases job satisfaction, ultimately driving employees to perform better. Employees who possess knowledge, skills, and abilities that align with job demands tend to feel more confident, comfortable, and satisfied in carrying out their duties, enabling them to work more effectively.

According to Spencer and Spencer (1993), competence is a fundamental individual characteristic associated with superior performance. Meanwhile, Robbins and Judge (2023) explain that high job satisfaction will drive increased productivity, commitment, and work quality. Thus, job satisfaction serves as a mechanism that strengthens the influence of competence on employee performance.

This finding aligns with research by Eliyana et al. (2019), Jufrizen (2021), and Purnomo et al. (2023), which shows that job satisfaction acts as a mediating variable in increasing the influence of internal organizational factors on employee performance. Therefore, organizations need to develop employee competence through education, training, and career development, supported by a work environment that enhances job satisfaction, thus optimizing employee performance.

The Mediating Role of Job Satisfaction in the Relationship Between Organizational Communication and Employee Performance

Research results show that job satisfaction mediates the influence of organizational communication on employee performance. This demonstrates that effective organizational communication not only improves coordination and information delivery but also fosters job satisfaction, which ultimately drives improved performance. When communication is open, clear, and provides constructive feedback, employees feel more valued, understand their role in the organization, and are motivated to perform optimally.

According to De Nobile (2020), effective organizational communication can create a supportive work environment, increase job satisfaction, and strengthen employee commitment to the organization. Meanwhile, Newstrom (2023) states that good communication builds trust, facilitates coordination, and increases job satisfaction, thus positively impacting employee productivity and performance.

These research findings are supported by Karundeng et al. (2022), who found that organizational communication positively influences job satisfaction and employee performance. Furthermore, Jufrisen (2021) explains that job satisfaction acts as a bridging mechanism between the influence of various organizational factors on performance improvement. Thus, job satisfaction has been shown to be a mediating variable that strengthens the relationship between organizational communication and employee performance.

CONCLUSION

This study demonstrates that organizational competence and communication are important factors influencing employee job satisfaction and performance at Bank Jambi. The results also indicate that job satisfaction has a positive and significant effect on employee performance. Employees who are satisfied with their jobs tend to have higher motivation, commitment, and responsibility in carrying out their tasks, resulting in more optimal performance. Furthermore, job satisfaction has been shown to mediate the effect of competence on employee performance and the effect of organizational communication on employee performance. These findings indicate that improving organizational competence and communication not only has a direct impact on performance but also has an indirect effect through increased job satisfaction.

Practically, the results of this study imply that Bank Jambi management needs to continue strengthening its competency development program through education, training, certification,

and ongoing career development. Furthermore, the organization needs to build a more effective, transparent, and participatory internal communication system to create harmonious working relationships and increase employee job satisfaction. These efforts are expected to encourage sustainable improvements in individual and organizational performance and strengthen Bank Jambi's competitiveness in facing the dynamics of the banking industry.

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