International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

The Influence of Competency and Employee Engagement on Employee Performance: The Role of Job Satisfaction Mediation at the Karangasem Regency Youth and Sports Education Office

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Abstract

Employee performance is an important indicator of the success of a public organization, which is influenced by competence, employee engagement, and job satisfaction. This study aims to examine the influence of competence and employee engagement on employee performance, both directly and through job satisfaction as an intervening variable, at the Karangasem Regency Education, Youth and Sports Office. The study used an explanatory research type quantitative approach with a cross sectional design, involving all 52 employees as respondents through saturated sampling techniques. Data were collected using a five-point Likert scale questionnaire, then analyzed with path analysis and the Sobel test to test the effects of mediation. The results of the study show that competence and employee engagement have a positive and significant effect on job satisfaction and employee performance directly. Job satisfaction has also been proven to significantly improve employee performance. However, job satisfaction has not been proven to be able to mediate the influence of competence and employee engagement on employee performance, because the Z value on the Sobel test is below the critical threshold of 1.98. These findings indicate that direct influence is more dominant than indirect pathways in the context of local government agencies. This study recommends strengthening aspects of nature, vigor, compensation, and work effectiveness to support the continuous improvement of employee performance.

Keywords: competence, *employee engagement*, job satisfaction, employee performance, public sector

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INTRODUCTION

The level of employee performance is a crucial benchmark for the success of the organization, both in the private sector and government agencies, because it is directly correlated with the quality of services received by the community. Mastery of work competencies and intensity of work attachment or *employee engagement* are often seen as the two main determinants that shape the quality of employee work results (Heriansyah & Ali, 2023). Competencies include a combination of knowledge, technical expertise, and a professional attitude that enables employees to complete tasks accurately and efficiently, while *employee engagement* describes the employee's emotional-psychological closeness to their work and institution, which is usually reflected in stronger commitment and loyalty. In addition to these two elements, job satisfaction also acts as a link between aspects of human resources and performance achievements. Job satisfaction represents an employee's perception of working conditions, reward systems, and the quality of work relationships, which in turn can reinforce the influence of work attachment on overall performance (Abadi, 2024).

This condition is illustrated by the Karangasem Regency Education, Youth and Sports Office, an agency that helps the Regent carry out education, youth, and sports affairs with the support of 52 employees. Personnel data shows the dominance of employees with a working period of 20-24 years (31 people) and Strata 1 education (27 people). However, internal reports indicate fluctuations in productivity, low motivation, and incompatibility of competencies with tasks in a number of service units, which have an impact on the image of local public services. A study on the relationship between competencies, *employee engagement*, job satisfaction, and performance have been widely studied, but the exploration of the role of job satisfaction mediation in local government agencies is still limited and generally focuses on the private sector (Abadi, 2024; Heriansyah & Ali, 2023; Rosmawati et al., 2025). This gap underlies the urgency of this research.

Based on this description, the formulation of this research problem includes: (1) how does competency affect job satisfaction; (2) how does *employee engagement* affect job satisfaction; (3) how does competency affect employee performance; (4) how does *employee engagement* affect employee performance; (5) how the effect of job satisfaction on employee performance; (6) how competency affects employee performance through job satisfaction; and (7) how does *employee engagement* affect employee performance through job satisfaction, at the Karangasem Regency Education, Youth and Sports Office.

This study aims to analyze the seven influence relationships as described in the above problem formulation, in order to obtain a comprehensive picture of the competency mechanism and *employee engagement* affect employee performance, either directly or

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through job satisfaction mediation (Rosmawati et al., 2025). The benefits of the research are as follows: (1) *Theoretical Benefits*: This research is expected to enrich the study of public sector human resource management and strengthen organizational behavior theory. (2) *Practical Benefits*: The results of the research are expected to be a reference for the Karangasem Regency Education, Youth and Sports Office in formulating human resources policies, as well as being a material for evaluation and motivation for employees to improve performance in a sustainable manner.

METHODS

This study uses a quantitative approach of *the type of explanatory research*, which is aimed at revealing the causal relationship between variables through testing the hypothesis that has been formulated. This approach was chosen because the focus of the study lies in the influence of competence and *employee engagement* on employee performance, with job satisfaction functioning as a liaison (mediation), at the Karangasem Regency Youth and Sports Education Office. The research design is *cross sectional* because the data is collected in a period of time without treatment of the subject, so as to be able to describe the actual condition of the variables being studied. Competency (X_1) and *employee engagement* (X_2) are positioned as independent variables, employee performance (Y_2) is a bound variable, while job satisfaction (Y_1) plays a role as an intervening variable that bridges the direct and indirect influences between these variables.

The research population includes all 52 employees of related agencies. Referring to the view that a population of less than one hundred people should be thoroughly studied, then all members of the population are determined as samples through census techniques or *saturated sampling* (Arikunto, 2019). Each variable is measured through indicators that are described into statement items on a five-point Likert scale, from strongly disagree to strongly agree. Details of the variables and their indicators are presented in Table 1 below.

Table 1. Summary of Research Variables and Indicators

Variable	Indicator
Competencies (X_1)	Motives, traits, self-concept, knowledge, skills
Employee Engagement (X_2)	*Vigor*, *dedication*, *absorption*
Job Satisfaction (Y_1)	The work itself, compensation, promotion, supervision, employment relations

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Employee Performance (Y_2)	Quality, quantity, timeliness, effectiveness, independence

The validity of the instrument was tested through Pearson correlation ($r > 0.30$ at $\alpha = 0.05$), while reliability was tested with Cronbach's Alpha coefficient, where the instrument was declared reliable if the value exceeded 0.60. The interpretation criteria for the level of reliability are presented in Table 2 below.

Table 2. Cronbach's Alpha Reliability Criteria

Interval	Criteria
< 0.200	Very low
0,200–0,399	Low
0,400–0,599	Enough
0,600–0,799	Height
0,800–1,00	Very high

Before hypothesis testing, classical assumption tests were also carried out which included normality (Kolmogorov–Smirnov), multicollinearity (values *tolerance* and VIF), as well as heteroscedasticity (Glejser test), to ensure that the regression model is free from estimation bias. Data were analyzed with descriptive statistics to describe respondent characteristics and perceptions of the research variables, followed by path analysis (*Path Analysis*) to assess the causal relationship between variables based on a predetermined theory. As explained, *"Path analysis is an extension of multiple linear regression analysis to estimate the causal relationship between variables that have been established based on theory"* (Ghozali, 2006). Job satisfaction mediation testing is carried out through *Sobel Test*, with the significance criteria if the Z value exceeds 1.98 at a significance level of 5 percent.

RESULTS AND DISCUSSION

RESULTS

Respondent Characteristics

The respondents of this study are employees of the Karangasem Regency Education, Youth and Sports Office (Disdikpora) which totals 52 people. The respondents' profiles are seen from gender, working period, age, and education level as presented in Table 3.

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Table 3. Respondent Characteristics

Yes	Characteristics	Number (people)	Percentage (%)
1	Gender: Male / Female	32 / 20	61,5 / 38,5
2	Working Period: <5 yrs / 6–10 yrs / >10 yrs	21 / 11 / 20	40,4 / 21,2 / 38,5
3	Age: <26 years / 26–45 years / >45 years	1 / 18 / 33	1,9 / 34,6 / 63,5
4	Education: High School / Diploma / Bachelor / Postgraduate	16 / 4 / 30 / 22	30,8 / 7,7 / 57,7 / 3,8

The data in the table shows that the employees of the Karangasem Regency Disdikpora are dominated by men with a proportion of almost two-thirds of the total respondents. Judging from the length of service, the largest group is employees with a working period of less than five years, although the number of employees with a working period of more than ten years is also quite significant. In terms of age, the majority of employees are in the age range over 45 years old, while employees under 26 years old are only one person. For the education level, more than half of the respondents are *bachelor*'s graduates, which indicates that this organization is supported by human resources with relatively adequate academic backgrounds to support the implementation of official duties.

Description of Research Variables

Respondents' assessment of each variable was categorized using the *Interval Range* following the approach Sugiyono (2019), with a score range of 1.00–1.80 (very poor) to >4.20–5.00 (very good). A summary of the mean of each variable is presented in Table 4.

Table 4. Summary of Research Variable Description

Variable	Highest Indicators	Lowest Indicator	Overall Average	Categories
Competencies (X1)	Pattern (4.54)	Properties (4,15)	4,30	Excellent
Employee Engagement (X2)	Dedication (4,44)	*Vigor* (4.03)	4,20	Excellent
Job Satisfaction (Y1)	Surveillance (4.33)	Salary/Compensation (3.87)	4,10	Excellent
Employee Performance (Y2)	Quality of Work (4.23)	Effectiveness & Independence (3.94)	4,10	Excellent

All variables are in the very good category. In the competency variable, the motive dimension received the highest score, while the trait dimension received the lowest score

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although it was still classified as good. In the *employee engagement variable*, the dimension of dedication, especially pride in work, stands out compared to the other two dimensions, namely *vigor* and *absorption*. For job satisfaction, the supervision aspect was considered the most satisfactory, while the salary or compensation aspect received the lowest score. As for the employee performance variable, work quality is the indicator with the highest achievements, while effectiveness and independence are relatively lagging behind other indicators, although they are still in the good category.

Validity and Reliability Tests

Instrument validity and reliability tests were conducted on 52 respondents to ensure the feasibility of the measuring instrument before being used in follow-up analysis. The results are presented in Table 5.

Table 5. Validity and Reliability Test Results

Variable	Range of Validity Coefficients	Remarks	Reliability Coefficient	Remarks
Competencies (X1)	0,770–0,840	Valid	0,853	Reliable
Employee Engagement (X2)	0,619–0,844	Valid	0,866	Reliable
Job Satisfaction (Y1)	0,633–0,792	Valid	0,770	Reliable
Employee Performance (Y2)	0,742–0,917	Valid	0,878	Reliable

All statement items in the four variables have a correlation coefficient above the threshold of 0.30 so that it is declared valid, while the *Cronbach's Alpha* value of each variable is above 0.60 so that the instrument is declared reliable and consistently used for further measurements.

Classic Assumption Test and Model Suitability

The normality test with *the Kolmogorov-Smirnov* yielded a significance value of 0.181 (>0.05), which means that the residual data is normally distributed. The multicollinearity test showed that *the tolerance* value of the three free variables ranged from 0.204–0.359 (>0.10) with *a Variance Inflation Factor* (VIF) value between 2.786–4.910 (<10), so that the model was free from the symptoms of multicollinearity. The *Glejser test* for heteroscedasticity shows that the entire significance value of the free variable is above 0.05, indicating that the residual variance is homogeneous. Thus, the regression model has fulfilled all the classical assumptions required before the path analysis was carried out.

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The model conformity test was carried out by calculating the total determination coefficient (R^2m). The first substructure yields R_1^2 of 0.663, while the second substructure yields R_2^2 of 0.742, resulting in $R^2m = 1 – (1–0.663)(1–0.742) = 0.913$. This value shows that competence and *employee engagement* through job satisfaction can explain 91.3% of variations in employee performance, while the remaining 8.7% are explained by other variables outside the model, such as leadership, compensation, and work discipline.

Path Analysis Results

The test of the direct and indirect relationships between variables was carried out through path analysis, with the results as listed in Table 6.

Table 6. Direct and Indirect Effects Test Results

Yes	Intervariable Relationships	Path Coefficients	Sig.	Remarks
1	Competency (X1) → Job Satisfaction (Y1)	0,499	0,001	H1 accepted
2	*Employee Engagement* (X2) → Job Satisfaction (Y1)	0,355	0,016	H2 accepted
3	Competency (X1) → Employee Performance (Y2)	0,295	0,042	H3 accepted
4	*Employee Engagement* (X2) → Employee Performance (Y2)	0,342	0,014	H4 accepted
5	Job Satisfaction (Y1) → Employee Performance (Y2)	0,293	0,025	H5 accepted
6	X1 → Y1 → Y2 (indirect)	0,146	Z=1.94	H6 rejected
7	X2 → Y1 → Y2 (indirect)	0,104	Z=1.70	H7 rejected

The five direct relationships proved to be positive and significant because the significance value was below 0.05. On the other hand, the results of the *Sobel test* on the two mediation pathways produced a Z value of 1.94 and 1.70, respectively, both of which were smaller than the critical value of 1.98 at a significance level of 5%, so job satisfaction has not been proven to be able to play an *intervening variable* in the relationship between competence and *employee engagement* on employee performance.

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DISCUSSION

The Effect of Competency on Job Satisfaction

The findings of the study prove that competence has a positive and significant effect on job satisfaction, with a path coefficient of 0.499 at a significance of 0.001, so that H1 is accepted. The better the employee's ability to master his field of duty, the higher the satisfaction felt for the results of his work. Descriptive conditions show that employee competencies are in the very good category, reflected in strong work motives, mastery of knowledge, and technical skills in managing education, youth, and sports affairs. Qualified competencies allow employees to understand regulations, develop work programs, and coordinate across fields effectively, resulting in a feeling of success and recognition that ultimately increases job satisfaction. The aspect of personal traits or character, although still relatively good, is recorded as a dimension with a relatively low score, thus opening up room for strengthening in terms of adaptability and consistency of employees' work. These findings are consistent with the results of the research Pratama & Rini (2025) and Trisnaningsih & Suhana (2024) which emphasizes that the increase in competence is directly proportional to the increase in employee job satisfaction because of the sense of being able to complete tasks according to organizational standards.

The Effect *of Employee Engagement* on Job Satisfaction

The test results also prove a positive and significant influence *employee engagement* to job satisfaction, with a path coefficient of 0.355 and a significance of 0.016, so that H2 is accepted. Employees' emotional attachment to the organization reflected in their work ethic, dedication, and solubility in work encourages the growth of satisfaction with the role they perform. The dimension of dedication, especially pride in work, is the most prominent aspect, indicating that employees view their duties as a meaningful contribution to regional education services. When employees feel involved and appreciated for their contributions, psychological comfort arises which leads to a positive attitude towards work. Even so, consistency *Vigor* or work morale was recorded slightly lower than the other two dimensions, indicating the need for a sustainable strengthening of work energy. In line with the view Colquitt et al. (2021), employees with high levels of attachment tend to feel organizational support and greater meaning in work. These results are also in line with the findings Immortal (2024) and Nordianto & Irbayuni (2024) that concludes a positive relationship between *Commitment* and employee job satisfaction.

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The Influence of Competency on Employee Performance

Competence was proven to have a positive and significant effect on employee performance, with a path coefficient of 0.295 and a significance of 0.042, so that H3 was accepted. Employees who have the ability to meet the demands of the position tend to be more capable of completing work on time and with quality. Capacity in managing government administration, developing programs, and providing public services is a tangible reflection of the competencies that support performance achievements. Employees who master their field of work find it easier to identify problems and determine the right solutions, so that work productivity increases. As stated (Mangkunegara, 2017), adequate competence encourages employees to work professionally and consistently achieve targets. These results reinforce the findings Pratama & Rini (2025) and Trisnaningsih & Suhana (2024) that competence is a strong predictor of employee performance in the public service sector.

The Effect *of Employee Engagement* on Employee Performance

The fourth test shows that *employee engagement* has a positive and significant effect on employee performance, with a path coefficient of 0.342 and a significance of 0.014, so that H4 is accepted. High attachment encourages employees to work with greater enthusiasm, focus, and responsibility, not just fulfilling formal obligations. Employees who are actively involved tend to be more proactive in completing work, willing to cooperate with colleagues, and take the initiative to support the success of organizational programs. Pride in work has re-emerged as the main driver of work motivation that contributes directly to the quality and quantity of work results. These findings are consistent with the results of the study Immortal (2024) and Nordianto & Irbayuni (2024), which states that employees with *Commitment* have greater productivity and work contribution to the organization.

The Effect of Job Satisfaction on Employee Performance

Job satisfaction was also proven to have a positive and significant effect on employee performance, with a path coefficient of 0.293 and a significance of 0.025, so H5 was accepted. Employees who feel satisfied with their work tend to have greater motivation to work optimally and show loyalty to the organization. Good employer support and supervision, career development opportunities, and harmonious working relationships are the main drivers of satisfaction which in turn increases performance. In contrast, aspects of the work itself and the compensation were recorded to receive relatively low ratings, indicating the need for an evaluation of the workload and financial reward system. In line with the view (Luthans, 2020), job satisfaction creates positive emotional conditions that encourage employee motivation and commitment. These

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results also strengthen the findings Trisnaningsih & Suhana (2024) and Pratama & Rini (2025) regarding the important role of job satisfaction in improving performance.

The Influence of Competency on Employee Performance through Job Satisfaction

Mediation testing using *Sobel test* resulting in a Z-value of 1.94, smaller than the critical value of 1.98 at a significance level of 5%, so H6 was declared rejected. Job satisfaction has not been able to mediate the relationship between competence and employee performance. This condition indicates that highly competent employees tend to immediately produce good performance without having to go through increased job satisfaction first. The characteristics of government agencies with standard procedures and clear performance targets make competence a more dominant factor than job satisfaction. These findings differ from the results Trisnaningsih & Suhana (2024) and Pratama & Rini (2025) who found the mediating role of job satisfaction, so that the difference is suspected to be influenced by different organizational characteristics and work cultures between research locus.

The Effect *of Employee Engagement* on Employee Performance through Job Satisfaction

Results *Sobel test* the seventh line shows a Z value of 1.70, also below the critical value of 1.98, so H7 is declared rejected. Job satisfaction has not been able to act as a connecting variable between *employee engagement* and employee performance. Employees with a high attachment to the organization are still able to produce optimal performance driven by commitment and a sense of responsibility, not solely dependent on the level of satisfaction they feel. The characteristics of work in government agencies that require discipline and the achievement of targets reinforce this pattern of direct influence. These results are not in line with the findings Immortal (2024) and Nordianto & Irbayuni (2024), but still supports the view of Mangkunegara (2020) that *employee engagement* and mutual satisfaction is an important factor for performance, although in the context of the Karangasem Regency Disdikpora, the direct path of influence has proven to be more dominant (Robbins & Judge, 2013).

Overall, these findings enrich the study of public sector human resource management and strengthen the theoretical framework of organizational behavior (Wahyuni et al., 2018), as well as being used as a reference for the Karangasem Regency Disdikpora in formulating human resource development policies that focus on strengthening competencies and *Commitment* employees as the main strategy to improve performance (Khairina et al., 2025).

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CONCLUSION

This study reveals that competence and *employee engagement* make a positive and meaningful contribution to job satisfaction as well as the performance of employees of the Karangasem Regency Disdikpora. Job satisfaction has also been proven to boost performance directly. However, the role of job satisfaction as a liaison (*mediator*) between competence and *employee engagement* with employee performance has not been statistically proven. The Karangasem Regency Education and Culture Department is advised to continue to strengthen the competence and *employee engagement* of employees, especially in the aspects of nature, *vigor*, compensation, and work effectiveness which are still relatively low. The next research can expand the scope of the sample, add other variables such as leadership or work discipline, in order to enrich the understanding of the determinants of employee performance.

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