

The Influence of Competency Development and Organizational Communication through Job Satisfaction as a Mediating Variable at the General Elections Commission (KPU) in Banten Province

Maman Tamami^{*1}, Budi Ilham Maliki², Mamay Komarudin³

^{*1} Universitas Bina Bangsa, master of management, Indonesia

² Universitas Bina Bangsa, master of management, Indonesia,

³ Universitas Bina Bangsa, master of management, Indonesia,

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Email Correspondence:

mamantamami1994@gmail.com

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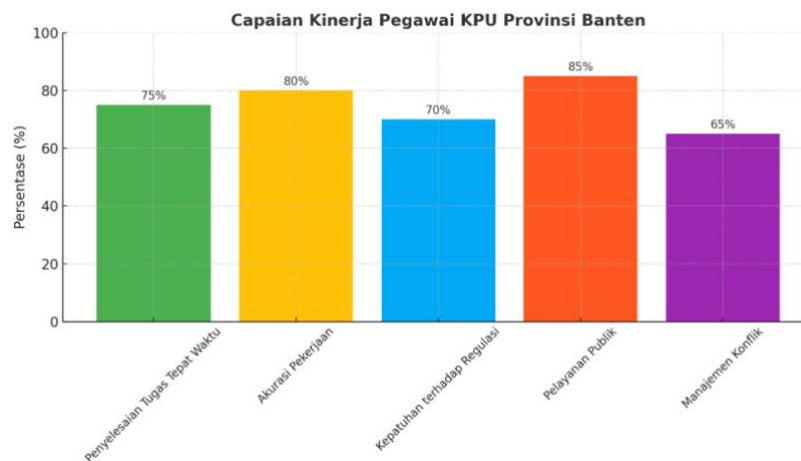
ABSTRACT

The Banten Province General Elections Commission (KPU) faces challenges in employee performance, particularly in terms of task completion accuracy, conflict management, and regulatory compliance. Low training participation and weak organizational communication contribute to decreased work effectiveness. This study aims to analyse the effect of competency development and organizational communication on employee performance, with job satisfaction as a mediating variable. A quantitative approach with an explanatory design was used. A sample of 150 Banten Provincial General Elections Commission (KPU) employees was selected using the Hair et al. technique. Data were collected through questionnaires and analysed using Partial Least Squares-based Structural Equation Modelling (PLS-SEM) to test direct and indirect relationships between variables. The results show that competency development and organizational communication have a positive and significant effect on job satisfaction. Job satisfaction also significantly influences employee performance. Furthermore, job satisfaction significantly mediates the effect of competency development and organizational communication on performance. These findings support Human Capital theory, which emphasizes the importance of investing in competencies and the work environment. Improved competencies and effective internal communication can boost employee job satisfaction and performance. The practical implications of this research underscore the need for the General Elections Commission (KPU) to design a human resource development policy based on continuous training and to establish a transparent organizational communication system. This model has the potential to be adapted by other public organizations to improve the effectiveness of public services

INTRODUCTION

The General Elections Commission (KPU) plays a strategic role in the implementation of democracy in Indonesia. As the institution responsible for organizing elections, the KPU is required to have highly competent and optimally performing staff. In carrying out their duties, KPU officers must be able to face various challenges, such as political dynamics, regulatory complexity, and public demands for transparency and accountability. Therefore, measures to improve the performance of KPU employees are a top priority to support the successful implementation of credible elections (Aziz & Godjali, 2020).

One of the efforts made by the General Elections Commission (KPU) to improve performance is through selection of employees who will join the KPU (Firdausi, 2020). However, the facts on the ground show that the KPU's performance in Banten Province remains low, as shown in Figure 1 and Table 1 below.



Source: Fatari, (2024)

Figure 1. Performance Achievements of KPU Employees in Banten Province in 2023

Table 1. Performance Criteria and Performance Achievements of the KPU in Banten Province 2023-2025

No.	Indicator	Criteria				Information
		81-90 %	76-80%	70-75%	<70%	
		Very well	Good	Enough	Not enough	
1	Completion of tasks on time			75%		Enough
2	Job Accuracy		80%			Good
3	Compliance with regulations			70%		Enough
4	Public services	85%				Very well
5	Conflict management				65%	Not enough

Source: KPU in Banten Province 2025

Figure 1 and Table 1 show that the graphs displayed demonstrate the performance of Banten Province KPU employees based on five main indicators. Each indicator is measured as a percentage, representing the level of achievement of the established targets. The following is a detailed analysis of each indicator:

KPU employees successfully completed approximately 75% of their tasks according to the specified schedule. Performance in terms of punctuality was quite good, but there is still room for improvement, particularly in reducing potential delays that could impact the KPU's overall operations. More effective time management and improved monitoring of task completion are needed (Organization & Loyalty, 2024).

The accuracy rate of KPU employees' work reached 80%. Employees were sufficiently thorough and meticulous in carrying out their duties, demonstrating adequate competence in ensuring the accuracy of data and information. This accuracy standard is quite good, but improving technical competency development could help achieve more optimal results (Mangkunegara, 2015).

Employee compliance with regulations reaches 70%. There are still several cases where employees do not fully comply with organizational rules and policies, which can result in administrative or operational risks. Additional regulatory training and stricter oversight are needed to ensure better compliance (Grund et al., 2024).

This public service indicator demonstrates the highest level of achievement, with 85% of employees providing satisfactory public services. KPU employees performed exceptionally well in public service, demonstrating their ability to address public needs professionally. The focus needs to be maintained on improving the quality of public interactions and providing more responsive services (Aziz & Godjali, 2020).

This indicator has the lowest achievement, at 65%. Employees' conflict management skills are still relatively low, which can disrupt internal and external coordination. Conflict management training and interpersonal skills development are needed to help improve this indicator (Firdausi, 2020).

Based on this explanation, the author highlights that the indicator of employee conflict management capability shows the lowest achievement, namely only 65%. This indicates that many

employees still do not have adequate skills in addressing and resolving conflicts, both those that occur between individuals and between work units. This condition can certainly hinder smooth coordination, communication, and cooperation, both within the organizational environment (internal) and with external parties (external). Conflict that is not handled properly risks reducing work effectiveness and creating a non-conductive work environment. Therefore, the author believes that efforts are necessary to increase employee capacity through structured conflict management training and continuous development of interpersonal skills, so that employees are able to face work dynamics more wisely, professionally, and with solutions.

Competency development is a crucial factor in improving employee performance. Competency encompasses the knowledge, skills, and attitudes necessary to perform tasks effectively. Competency development not only enhances individual capabilities but also contributes to overall organizational productivity (Yusuf & Maliki, 2022). In the context of the General Elections Commission (KPU), appropriate training and development can help employees understand election regulations, manage conflicts, and efficiently resolve complex problems (Ye et al., 2024).

The following is a description of competency development that has not yet been achieved properly, which will be explained in the following table 2:

Table 2. Achievements of KPU employee competency improvement training in Banten Province in 2023

Types of Training	Number of Officers	Training	%	No training	Training satisfaction level (%)
Conflict management	249	98	40%	151	65%
Presentation techniques	249	124	50%	125	70%
Improved regulatory compliance	249	112	45%	137	68%
Time management	249	136	55%	113	72%
Effective communication	249	149	60%	100	75%

Source: 2024 field documentation

Table 2 shows that the number of training participants has not yet reached 100%. Several obstacles in the field affected the number of participants who could participate, resulting in low training outcomes. This could impact the quality of human resources in carrying out their duties and compliance with KPU regulations (Gazi et al., 2024).

Besides competence, organizational communication also plays a crucial role in creating good coordination among employees. Effective communication allows for clear and rapid delivery of information, direction, and feedback, ultimately improving work quality (Yusuf & Maliki, 2022). However, in practice, communication barriers such as complex bureaucracy or a lack of transparency often pose challenges for the KPU. Therefore, improving efficient organizational communication is a strategic step to support the achievement of organizational goals (Xiao et al., 2024).

Job satisfaction is a crucial element linking competency development and organizational communication to employee performance (Yusuf & Maliki, 2020). In the context of the General Elections Commission (KPU), job satisfaction can be influenced by various factors, including career development opportunities, relationships between employees, and recognition of individual contributions. By understanding the factors that influence job satisfaction, the KPU can create a more conducive work environment (Egemen, 2024). Studies integrating these three variables in the context of public organizations, particularly the KPU, are still limited. This presents an interesting research gap worthy of further exploration (Gaur, 2024).

The General Elections Commission in Banten Province faces unique challenges in human resource management due to geographic complexity, socio-cultural diversity, and the intensity of tasks during the election period. In this situation, ensuring that employees possess adequate competencies and are supported by effective organizational communication is crucial. Without proper management,

employee performance can be affected, ultimately impacting the success of the election itself (Badru et al., 2024).

A high level of job satisfaction encourages employees to cope with work stress and deliver peak performance. Conversely, low job satisfaction can decrease employee productivity and commitment to election duties, potentially leading to operational challenges in the field (Hoffmann & Thommes, 2024).

By focusing on improving competency, strengthening organizational communication, and increasing job satisfaction, the KPU can build a more solid and productive work team, which ultimately supports the smooth running of the democratic process (Musarat et al., 2024).

State of the art

The following will explain in table 3 the research gap related to the differences in research results.

Table 3 Research Gap Differences in Research Results of Job Satisfaction Variables on Employee Performance

Author's name	Title	Results
(Ye et al., 2024)	Influence on need satisfaction and need inhibition: A new classification for predicting creative performance	
(Gazi et al., 2024)	Analyzing the impact of employee job satisfaction on their work behavior in an industrial environment: An analysis from a job performance perspective	
(Xiao et al., 2024)	An empirical study on the influence of new generation employee job satisfaction on contextual performance in the energy industry	Significant
(Egemen, 2024)	Assessing the individual impact of various aspects of job satisfaction on the job performance of qualified employees under the unique conditions of the construction industry.	Not significant

Source : (Ye et al., 2024), (Gazi et al., 2024), (Xiao et al., 2024) and (Egemen, 2024)

Table 3 shows that job satisfaction has a significant impact on employee performance because when individuals feel satisfied with their jobs, they tend to be more motivated, committed, and productive. Satisfied employees will have a positive attitude toward their tasks, demonstrate greater dedication, and strive to meet or even exceed assigned targets.

Meanwhile, research from Egemen et al. (2024) explains that despite its importance, job satisfaction does not always have a significant impact on employee performance because other factors can be more dominant, such as external pressure, lack of resources, or an unsupportive organizational structure. For example, even if an employee feels satisfied, if the work tools or procedures available are inadequate, their productivity will still be hampered. Furthermore, in some cases, satisfied employees may not feel motivated to improve their performance because they are comfortable with their current working conditions, so there is no drive to develop further. This suggests that job satisfaction needs to be supported by other factors, such as a dynamic work culture and an incentive system that encourages optimal results.

Based on the explanation of the phenomenon and research gap, the formulation of the problem in this study is 1) Is there a significant positive influence of competency development on the performance of KPU employees in Banten Province, 2) Is there a significant positive influence of organizational communication on the performance of KPU employees in Banten Province? 3) Is there a significant positive influence of competency development on job satisfaction of KPU employees in Banten Province? 4) Is there a significant positive influence of organizational communication on job satisfaction of KPU employees in Banten Province? 5) Is there a significant positive influence of job satisfaction on the performance of KPU employees in Banten Province? 6) Is there a significant positive influence of indirect competency development on employee performance through job satisfaction as a mediating variable for KPU employees in Banten Province? 7) Is there a significant positive influence of indirect organizational communication on employee performance through job satisfaction as a mediating variable for KPU employees in Banten Province.

Novelty

The novelty of this research can be seen from the methodology used, namely the use of job satisfaction as a mediating variable that links competency development and organizational communication with employee performance, specifically at the General Elections Commission (KPU). It focuses on the unique public context, namely the KPU, which faces specific operational challenges in supporting democracy. Furthermore, the integration of competency development and organizational communication in a single research model is intended to improve employee performance.

RESEARCH METHOD

Types of research

This research was conducted at the General Elections Commission in Banten Province. In line with the research objectives, this study employed a descriptive causality design with quantitative methodology (Deole et al., 2023). The proposed hypotheses were then tested using this quantitative technique. This strategy is based on a positivist philosophy, which uses research tools to collect and evaluate quantitative and statistical data to test hypotheses (Nilsen & Kongsvik, 2023).

Population and sample

In this study, the population included 249 KPU employees in Banten Province. The sampling technique used proportional random sampling with the calculation basis using the Hair et al. formula. Thus, a sample size of 150 was obtained.

Data analysis techniques

The data collection technique uses a questionnaire through a survey and the data analysis technique uses the SPSS application for descriptive analysis using a range of scales and Smartpls version 3.2.3 such as measuring the model (*outer model*), modelling structure (*inner model*) in testing existing hypotheses (Demerouti, 2023).

To ensure that the research instrument has an adequate level of reliability and accuracy (validity), construct validity testing is carried out using the value *Average Variance Extracted* (AVE) and construct reliability test through the value *Composite Reliability* (CR). An instrument is declared valid if the AVE value is greater than 0.50, indicating that the indicator is able to adequately explain the latent variable. Meanwhile, construct reliability is met if the CR value is greater than 0.70, indicating strong and reliable internal consistency between indicators in measuring the construct. This can be explained in Table 4 below.

Table 4 AVE and CR test results

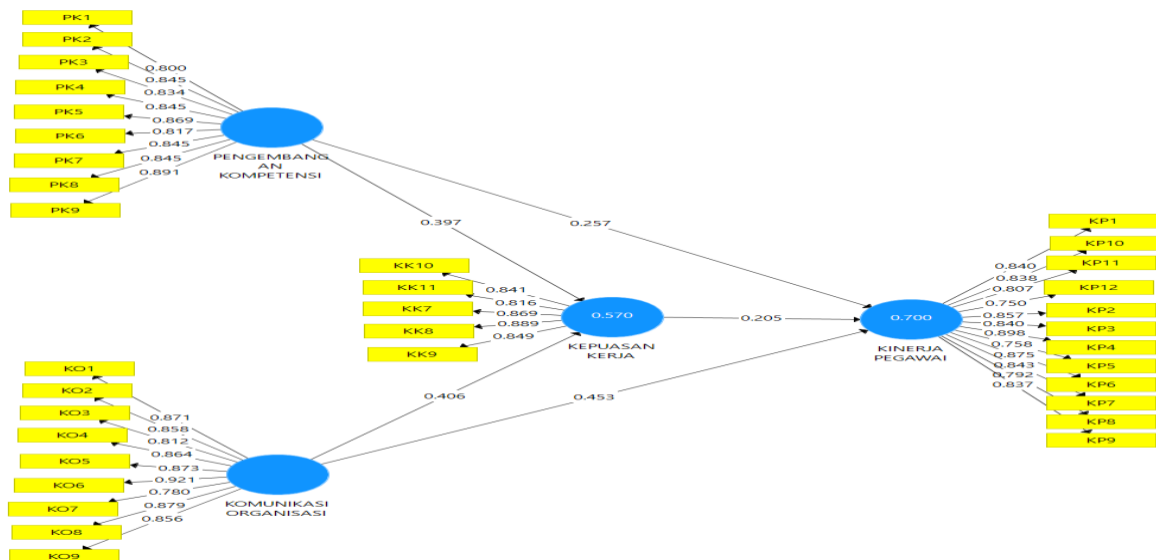
	Average Variance Extracted (AVE)	Composite Reliability
JOB SATISFACTION	0,728	0,930
EMPLOYEE PERFORMANCE	0,687	0,963
ORGANIZATIONAL COMMUNICATION	0,736	0,962
COMPETENCY DEVELOPMENT	0,712	0,957

Source: SEM PLS data processing results (2025)

The test results in Table 2 show that all research variables have AVE values above 0.50 and Composite Reliability values above 0.70. Therefore, it can be concluded that all indicators used have met the criteria for convergent validity and have high internal consistency. Thus, this research instrument is proven valid and reliable for measuring competency development, organizational communication, job satisfaction, and employee performance.

Result

To ensure the relationship between the indicators and the constructs under study, an outer model analysis was conducted using the SEM-PLS approach. The outer model was used to evaluate the validity and reliability of the indicators that make up each latent variable. The data processing results produced an outer model diagram as shown in Figure 2 below.



Source: SEM PLS data processing results (2025)

Figure 2 Outer Model Analysis Results (PLS Algorithm)

After the research instrument is declared valid and reliable through outer model testing, the next step is to conduct a hypothesis test to determine the relationship between the variables proposed in the research model. This hypothesis test is conducted by examining the path coefficient value (*path coefficient*), mark *t-statistic*, as well as the level of significance (*p-value*), so that it can be determined whether the proposed hypothesis is accepted or rejected. This will be explained in Table 5 below.

Table 5 Hypothesis Test Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	
H1: COMPETENCY DEVELOPMENT -> EMPLOYEE PERFORMANCE		0,257	0,252	0,073	3,522	0,000
H2: ORGANIZATIONAL COMMUNICATION -> EMPLOYEE PERFORMANCE		0,453	0,449	0,081	5,577	0,000
H3: COMPETENCY DEVELOPMENT -> JOB SATISFACTION		0,397	0,398	0,078	5,077	0,000
H4: ORGANIZATIONAL COMMUNICATION -> JOB SATISFACTION		0,406	0,405	0,079	5,161	0,000
H5: JOB SATISFACTION -> EMPLOYEE PERFORMANCE		0,205	0,199	0,058	3,558	0,000
H6: COMPETENCY DEVELOPMENT -> JOB SATISFACTION -> EMPLOYEE PERFORMANCE		0,082	0,079	0,028	2,900	0,004
H7: ORGANIZATIONAL COMMUNICATION -> JOB SATISFACTION -> EMPLOYEE PERFORMANCE		0,083	0,080	0,027	3,117	0,002

Source: SEM PLS data processing results (2025)

Based on Table 5, the results of the hypothesis test above, it can be explained that competency development has a significant effect on employee performance with a t-statistic value of $3.522 > 1.96$ and a p-value of $0.000 < 0.05$. Thus, the first hypothesis is accepted, meaning that competency development has been proven to have a positive and significant effect on improving employee performance.

Organizational communication has a significant effect on employee performance, as demonstrated by a t-statistic of $5.577 > 1.96$ and a p-value of $0.000 < 0.05$, thus accepting the second hypothesis. This indicates that organizational communication has a positive and significant effect on improving performance.

Furthermore, competency development has a significant effect on job satisfaction, with a t-statistic of $5.077 > 1.96$ and a p-value of $0.000 < 0.05$, so the third hypothesis is accepted, meaning that the higher the competency development, the better the employee performance.

Organizational communication significantly influences job satisfaction with a t-statistic of $5.161 > 1.96$ and a p-value of $0.000 < 0.05$, meaning the fourth hypothesis is accepted. This proves that implementing good communication will improve job satisfaction.

Furthermore, job satisfaction has a significant effect on employee performance with a t-statistic of $3.558 > 1.96$ and a p-value of $0.000 < 0.005$ so that the fifth hypothesis is accepted, this explains that job satisfaction is a real important factor in driving employee performance.

The sixth hypothesis, which is an indirect influence, shows that competency development has a significant effect on employee performance through job satisfaction with a t-statistic of $2.900 > 1.96$ and a p-value of $0.004 < 0.05$, thus the sixth hypothesis is accepted. This means that job satisfaction significantly mediates competency development on employee performance.

Furthermore, the results of the analysis of the seventh hypothesis, which is an indirect influence, where organizational communication has a significant effect on employee performance through job satisfaction with a t-statistic of $3.117 > 1.96$ and a p-value of $0.002 < 0.05$. This means that the seventh hypothesis is accepted, and this illustrates that job satisfaction significantly mediates organizational communication on employee performance.

There is a significant positive influence of competency development on employee performance at the General Election Commission in Banten Province.

The results of the hypothesis test above, it can be explained that competency development has a significant effect on employee performance with a t-statistic value of $3.522 > 1.96$ and a p-value of $0.000 < 0.05$ thus the first hypothesis is accepted meaning that competency development is proven to have a positive and significant effect on improving employee performance. This shows a strong relationship and does not occur by chance, but reflects the empirical reality that the higher the competency development effort, the higher the individual work performance in the organization. Within the framework of Human Capital theory (Becker, 1964), investment in improving employee skills, knowledge, and capacity will produce more productive and efficient output. This shows that competency developed in a planned manner will create human resources who are able to work adaptively, innovatively, and result-oriented.

In the context of the General Elections Commission (KPU), these findings are highly relevant. As an election management body with a high workload and vulnerable to public pressure and regulatory dynamics, the performance of KPU employees depends heavily on their strong technical, managerial, and ethical competencies. Competency development through training, workshops, mentoring, and continuous learning is a crucial tool in maintaining the integrity and quality of employee work. These findings also affirm the importance of the KPU making competency development a priority, not merely a formality, to ensure a professional, transparent, and accountable election process.

This is in line with previous relevant research. Competency development has a direct impact on employee performance because it improves the skills and knowledge needed to perform tasks (Adegbite & Hoole, 2024). Employees whose competencies are continuously honed tend to be more confident in completing their work (Pacheco & Montecel, 2023a). This helps them work more efficiently and deliver higher-quality results (Lalaeng et al., 2024). Furthermore, competency development also enables employees to face work challenges with more creative solutions (Imjai et al., 2024). Thus, organizations that focus on employee competency development will experience improved overall performance (Alkhalaileh et al., 2024).

Other research suggests that training, certification, and other self-development programs are essential components in building employee competency (Adegbite & Hoole, 2024). By providing regular training, organizations help employees stay relevant to technological developments and market needs (Bahig Anwr Akl et al., 2024). Enhanced competency not only impacts individual work outcomes but also strengthens team collaboration (Mudjahidin et al., 2024). Employees who feel valued through self-development programs also tend to be more motivated to contribute optimally (Abdelkareem et al., 2024). This creates a positive cycle between competency development and performance (Blanka et al., 2022).

Competence also influences employees' ability to manage stress and work pressure (D. Kim & Gang, 2024). Employees with sufficient knowledge and skills are better prepared to handle workloads, thereby reducing the rate of errors or conflicts (Ochoa Pacheco & Coello-Montecel, 2023). Furthermore,

developing competence enables them to manage their time better, increasing operational efficiency (Adegbite & Hoole, 2024). Therefore, competency development is not only about technical expertise but also about self-management (Alkhalaileh et al., 2024). The impact is seen in more stable and consistent performance (Imjai et al., 2024).

Competency development also strengthens employee loyalty to the organization (Bahig Anwr Akl et al., 2024). When organizations invest in improving their competencies, employees feel valued and are more committed to providing their best (Lalaeng et al., 2024). This creates a mutually beneficial relationship between employees and the organization (Abdelkareem et al., 2024). In the long term, consistent competency development helps organizations achieve competitive advantage (Adegbite & Hoole, 2024). Thus, strong competencies not only improve performance but also support organizational sustainability (Blanka et al., 2022).

Based on the explanation above, it can be concluded that competency development has a significant impact on employee performance by improving skills, motivation, and loyalty. With the right investment in training and development, organizations can create more productive employees who are ready to face the challenges of the job.

There is a significant positive influence of organizational communication on employee performance at the General Election Commission in Banten Province.

Organizational communication significantly influences employee performance, as demonstrated by a t-statistic of $5.577 > 1.96$ and a p-value of $0.000 < 0.05$, thus accepting the second hypothesis. This indicates that organizational communication has a positive and significant impact on improving performance.

From the perspective of Organizational Communication Theory (Katz & Kahn, 1978), communication serves as an information circulation system that connects individuals, strengthens coordination, reduces errors, and increases clarity of roles and responsibilities. This means that the more open, rapid, and responsive the flow of communication within an organization, the more optimal the performance displayed by employees.

In the context of the General Elections Commission (KPU), which operates in a situation that demands high precision, speed, and accountability in election administration, organizational communication is crucial to operational success in the field. Ineffective communication has the potential to lead to technical miscommunication, delays in decision-making, and even administrative vulnerabilities that can harm election integrity. Therefore, these results underscore the urgency for the KPU to continue strengthening its internal communication system through the use of information technology, feedback mechanisms, and a collaborative work culture. The performance of KPU employees is determined not only by individual capacity, but also by the quality of interactions and communication built between units, between job levels, and between work areas.

Effective organizational communication plays a crucial role in improving employee performance by creating a clear and efficient flow of information (Rahmani et al., 2023). Employees who receive good information will better understand their tasks and responsibilities (Huang et al., 2024). This helps them work with greater focus and reduces the risk of errors (Hinsberg & Lamanna, 2024). Furthermore, good communication also strengthens relationships between employees, creating more effective collaboration (Wang et al., 2024). With organized communication, individual and team performance can be significantly improved (Wen et al., 2025).

Open organizational communication allows employees to comfortably express their ideas, feedback, or complaints (de la Torre-Ruiz & Ferrón-Vílchez, 2024). This creates an inclusive work environment, where employees feel heard and valued (Jiang et al., 2023). When employees feel involved in decision-making, their motivation to work harder increases (Hoffmann & Thommes, 2024). Good communication also strengthens the relationship between management and employees, thus supporting the implementation of organizational strategies (Urbancová et al., 2024). Thus, organizational communication has a direct impact on employee performance (Gaur, 2024).

Research by Hoffmann & Thommes (2024) suggests that effective communication helps reduce internal conflict within an organization. Conflict often arises from misunderstandings or a lack of clear information (Rahmani et al., 2023). With transparent communication, organizations can prevent conflict and create a conducive work environment (Huang et al., 2024). Employees who work in a harmonious

environment tend to be more productive and creative (Wang et al., 2024). Therefore, good organizational communication is key to optimal performance (Urbancová et al., 2024).

Technology also plays a crucial role in improving organizational communication (Hoffmann & Thommes, 2024). The use of digital platforms, such as email, instant messaging apps, or collaboration software, helps ensure information is delivered quickly and accurately (Jiang et al., 2023). Technology enables smoother cross-departmental communication, supporting work efficiency (Wen et al., 2025). With integrated communication, employees can work more focused and productively (de la Torre-Ruiz & Ferrón-Vílchez, 2024). This demonstrates that effective communication is fundamental to improving organizational performance (Hinsberg & Lamanna, 2024).

Based on the explanation above, it can be concluded that organizational communication has a significant impact on employee performance by creating a clear flow of information, encouraging collaboration, and reducing conflict. Effective communication strengthens relationships between employees and supports overall productivity.

There is a significant positive influence of competency development on job satisfaction at the General Election Commission in Banten Province.

Furthermore, competency development has a significant effect on job satisfaction, with a t-statistic of $5.077 > 1.96$ and a p-value of $0.000 < 0.05$, so the third hypothesis is accepted, meaning that the higher the competency development, the better the employee performance.

This aligns with Herzberg's Two-Factor Theory, which states that one of the primary motivating factors in creating job satisfaction is the opportunity for growth and personal achievement. Therefore, competency development is not only oriented toward capacity building but also addresses the psychological and emotional aspects of employees, namely feeling valued, empowered, and relevant in their roles.

In the context of KPU employees, who often face complex and highly public-pressured tasks, these findings are highly relevant. Competency development not only strengthens their technical capabilities in handling election stages but also increases their confidence, loyalty, and commitment to the institution. When employees feel their competencies are developing, they tend to be more enthusiastic, productive, and have high job satisfaction because they feel they are making a significant contribution to the system. Therefore, the KPU needs to position competency development programs as part of its strategy to improve employee well-being, not merely as a formality but as a concrete effort to create a healthy, adaptive, and performance-oriented work environment.

Competency development has a direct impact on job satisfaction because it helps employees improve their abilities and self-confidence (Borges do Nascimento et al., 2023). Employees who feel they possess skills that align with job demands will be more comfortable and confident in carrying out their duties (Tafese Keltu, 2024). This not only increases productivity but also creates a sense of satisfaction with the work performed (Egemen, 2024). Furthermore, competency development provides opportunities for employees to achieve better career paths, which is an important aspect in creating job satisfaction (Y. H. Kim et al., 2023). Organizations that support employee competency development will have more satisfied and loyal employees (Wei et al., 2023).

Through training and development programs, employees feel valued by the organization (Pérez-Castejón et al., 2024). Organizational investment in their competency development creates a sense of belonging and recognition, which increases motivation (Diez-Busto et al., 2023). Employees who feel the organization cares about their growth are more likely to be satisfied with their jobs (Velasco Vizcaino et al., 2023). Furthermore, training empowers employees to face new challenges, making their work more interesting and less monotonous (Yeo & Ha, 2022). Thus, competency development significantly contributes to job satisfaction.

Research by (Tafese Keltu, 2024) suggests that competency development also reduces employee stress levels, which are typically caused by unfamiliarity or lack of expertise in handling certain tasks. When employees are equipped with adequate skills, they can complete their work more efficiently and confidently (Hu et al., 2024). This reduces work pressure and creates a more conducive work environment (van Zoonen et al., 2024). In the long term, more competent employees will feel more satisfied because they are able to contribute optimally to the organization (Hofhuis et al., 2024). This shows that competency development is a crucial factor in creating employee well-being (Borges do Nascimento et al., 2023).

The link between competency development and job satisfaction also reflects a mutually beneficial relationship between employees and the organization (Tafese Keltu, 2024). When organizations provide relevant training, employees not only feel valued but also motivated to deliver their best results (Egemen, 2024). Furthermore, increased job satisfaction through competency development can reduce turnover rates, enabling organizations to maintain team stability (Y. H. Kim et al., 2023). Therefore, competency development has a broad impact on job satisfaction and organizational sustainability (Wei et al., 2023).

Based on the explanation above, it can be concluded that competency development has a significant impact on job satisfaction by increasing employee confidence, motivation, and well-being. Organizations that invest in their employees' competencies can create a more satisfying and productive work environment.

There is a significant positive influence of organizational communication on job satisfaction at the General Election Commission in Banten Province.

Organizational communication significantly influences job satisfaction with a t-statistic of 5.161 > 1.96 and a p-value of $0.000 < 0.05$, meaning the fourth hypothesis is accepted. This proves that good communication implementation will increase job satisfaction. Within the framework of Maslow's Social Needs Theory, the need for belonging and appreciation is greatly influenced by how individuals feel heard and involved in the flow of communication. When communication is two-way, transparent, and responsive, employees feel more appreciated, more involved, and more motivated, which will naturally increase their job satisfaction.

In the context of the General Elections Commission (KPU), where employees are often involved in cross-divisional teamwork and face high workloads, especially during election periods, organizational communication is the backbone of coordination and emotional stability at work. Employees who receive clear information, clear instructions, and a space to express aspirations or work challenges will feel more comfortable and psychologically secure. This not only impacts job satisfaction but also fosters loyalty and a strong work ethic. Therefore, it is crucial for the KPU to continue strengthening a culture of open, participatory, and solution-oriented communication to create a work environment that supports the overall well-being of employees.

Previous research suggests that effective organizational communication plays a crucial role in creating job satisfaction by ensuring a clear and transparent flow of information (Gibbs et al., 2023). When employees understand the organization's goals and their responsibilities, they feel more comfortable at work (Macca et al., 2024). Good communication also creates a sense of fairness within the organization, where each individual feels heard and valued (Y. Liu et al., 2023). This increases employee engagement, a key factor in creating job satisfaction (Nassani, Badshah, et al., 2024). With smooth communication, employees feel more connected to the organization and their coworkers (Liao et al., 2024).

Open organizational communication facilitates harmonious relationships between management and employees (van Zoonen et al., 2024). Employees who feel free to express ideas or complaints tend to be more satisfied because they feel heard by management (Hofhuis et al., 2024). Effective communication also helps resolve misunderstandings and conflicts, which are often sources of job dissatisfaction (Yang & Lin, 2023). When conflict is well managed, employees work in a more conducive environment (Seerig et al., 2024). This creates a healthier work atmosphere and supports job satisfaction (Stol et al., 2024).

Organizational communication also helps build trust between employees and management (Gibbs et al., 2023). When management provides information transparently, employees feel more confident in the organization's direction and goals (Z. Liu et al., 2023). This trust is crucial for creating a sense of security and job satisfaction (Vulturius et al., 2024). Furthermore, good communication allows employees to understand how their contributions are valued by the organization (Macca et al., 2024). With this sense of appreciation, employees tend to feel more satisfied with their jobs (Nassani, Badshah, et al., 2024).

The use of technology in organizational communication also contributes to job satisfaction (van Zoonen et al., 2024). With digital platforms, employees can receive information quickly and accurately, making it easier for them to complete tasks (Hofhuis et al., 2024). Technology also enables more efficient collaboration, supporting teams to work more productively (Stol et al., 2024). When communication runs smoothly, employees feel more valued and supported, which increases their job satisfaction (Y. Liu et al., 2023). Therefore, effective organizational communication is key to creating employee well-being (Liao et al., 2024).

Based on the explanation above, it can be concluded that organizational communication has a significant influence on job satisfaction by creating a clear flow of information, harmonious relationships, and a sense of appreciation. Organizations that maintain effective communication can improve the overall well-being and productivity of employees.

There is a significant positive influence between job satisfaction and employee performance at the General Election Commission in Banten Province.

Furthermore, job satisfaction has a significant effect on employee performance with a t-statistic of $3.558 > 1.96$ and a p-value of $0.000 < 0.005$, thus the fifth hypothesis is accepted, this explains that job satisfaction is a significant factor in driving employee performance. In the perspective of Attitude-Performance Theory, job satisfaction is a form of positive attitude towards work, which has a direct impact on productive work behavior, loyalty, and involvement in organizational tasks. Satisfied employees tend to be more motivated, have high work enthusiasm, and are able to complete work with better quality.

In the context of the General Elections Commission (KPU), these findings have significant practical implications. As an institution operating under regulatory pressure, high time pressure, and high public demand, fostering job satisfaction is a strategic step to maintain optimal employee performance. Job satisfaction within the KPU can be enhanced through various aspects such as role clarity, performance recognition, a supportive work environment, and involvement in decision-making. By ensuring that employees feel valued, involved, and psychologically comfortable in carrying out their duties, a productive and highly competitive work environment will be created, which will ultimately positively impact the success of the KPU's strategic tasks, including the implementation of honest, fair, and professional elections.

Based on research by (Egemen, 2024), it is stated that job satisfaction has a significant influence on employee performance because it creates a sense of comfort and motivation in carrying out tasks. Employees who are satisfied with their jobs tend to have a higher commitment to the organization (Nguyen et al., 2024). They will work harder and produce better results because they feel appreciated by the organization (X. Liu et al., 2024). In addition, job satisfaction also helps reduce stress levels, so employees can work more focused and productively (Ndiango et al., 2024). Thus, job satisfaction is a crucial element in creating optimal employee performance (Feng, 2023).

Job satisfaction also influences employee behavior in the workplace (Abdelwahed et al., 2023). Satisfied employees tend to have positive attitudes toward their coworkers and their tasks (Tafese Keltu, 2024). They collaborate more easily and support a harmonious work environment (Nguyen et al., 2024). This increases team effectiveness and accelerates the achievement of organizational goals (Aggarwal, 2024). With a conducive work environment, employees feel more motivated to give their best contribution (Gazi et al., 2024).

Factors influencing job satisfaction, such as recognition, rewards, salary, work environment, and work-life balance, contribute to improved employee performance (Xiao et al., 2024). When organizations appropriately reward employees for their achievements, they feel valued and more motivated (Gazi et al., 2024). Recognition of individual contributions creates a sense of pride and increases loyalty to the organization (X. Liu et al., 2024). Furthermore, a balance between work and personal life helps employees maintain their energy and focus (Nguyen et al., 2024). All of these contribute to improved overall employee performance (Ndiango et al., 2024).

The relationship between job satisfaction and employee performance is also evident in low turnover rates (Feng, 2023). Satisfied employees tend to stay with the organization longer, reducing recruitment and training costs (Abdelwahed et al., 2023). This provides stability to the organization, ultimately increasing work efficiency (Xiao et al., 2024). Furthermore, loyal and satisfied employees tend to be ambassadors for the organization, creating a positive public image (Aggarwal, 2024). Therefore, job satisfaction not only affects individual performance but also the overall success of the organization (Nguyen et al., 2024).

Based on the explanation above, it can be concluded that job satisfaction has a significant influence on employee performance by increasing motivation, loyalty, and creating a conducive work environment. Organizations that prioritize employee job satisfaction can create more productive and sustainable performance.

There is a significant positive indirect influence of competency development on employee performance through job satisfaction as a mediating variable at the General Election Commission in Banten Province.

The sixth hypothesis, which is an indirect influence, shows that competency development significantly influences employee performance through job satisfaction with a t -statistic of $2.900 > 1.96$ and a p -value of $0.004 < 0.05$, thus the sixth hypothesis is accepted. This means that job satisfaction significantly mediates competency development on employee performance.

This means that competency development not only has a direct impact on performance improvement but also has a strong indirect impact through increased job satisfaction. Within the framework of the Three-Component Causal Model, this reflects that organizational investment in enhancing employee capacity through training, coaching, and self-development can create feelings of satisfaction, appreciation, and professional fulfilment, which in turn leads to productive and high-performance work behaviors.

For the General Elections Commission (KPU), these findings emphasize the importance of designing competency development programs that focus not only on technical skills but also consider the psychological impact on employees. When KPU employees perceive that the institution provides opportunities for learning and development, they not only become more competent but also feel more satisfied, motivated, and engaged in their duties. This sense of satisfaction is a catalyst for optimal performance. Therefore, the KPU needs to view competency development as a two-pronged strategy: strengthening work capacity while improving employee well-being, to create a resilient, adaptive organization capable of optimally fulfilling the public mandate.

Competency development indirectly affects employee performance by increasing job satisfaction (Özbilen et al., 2024). When employees receive relevant training and development, they feel valued by the organization (Yi & Park, 2024). This sense of appreciation increases job satisfaction, which in turn impacts employee motivation and commitment in carrying out their duties (Pea-Assounga & Bindel Sibassaha, 2024). With adequate competency and high job satisfaction, employees are more likely to deliver optimal results (Heldal et al., 2024a). Therefore, competency development not only improves technical abilities but also has a positive emotional impact on employees (Tafese Keltu, 2024).

Job satisfaction acts as an important mediator in the relationship between competency development and employee performance (Ertiö et al., 2024). Employees who are satisfied with their jobs have a higher level of motivation to utilize their competencies optimally (Labrie et al., 2024). Furthermore, job satisfaction helps create a conducive environment, where employees feel more comfortable and confident in carrying out their duties (Lee et al., 2024). Thus, competency development through job satisfaction can improve performance holistically (Ramstedt Stadin et al., 2024). Organizations that integrate competency development with efforts to increase job satisfaction will reap maximum benefits (Pham et al., 2024).

Competency development also has a long-term positive impact on employee performance (Heldal et al., 2024b). Employees who continually develop their skills and knowledge perceive opportunities for career growth (Paarima et al., 2024). This creates a sense of optimism and loyalty toward the organization, which contributes to consistent performance (Alkhayyal & Bajaba, 2024). When job satisfaction is maintained through investment in employee competencies, organizational productivity and efficiency also increase (Thi Nong et al., 2024). Therefore, organizations need to view competency development as a key strategy to boost employee performance through job satisfaction (Yi & Park, 2024).

The relationship between competency development, job satisfaction, and employee performance demonstrates a mutually reinforcing synergy (Liao et al., 2024). When employees feel competent and satisfied, they are better able to face work challenges and make significant contributions (Al-Harazneh et al., 2024). This relationship creates a positive cycle that supports individual and organizational success (Stirpe et al., 2022). Therefore, competency development through job satisfaction is an effective approach to continuously improving employee performance (Ribeiro et al., 2024).

Based on the explanation above, it can be concluded that competency development has a significant impact on employee performance by increasing job satisfaction. This satisfaction then influences employee motivation to perform better. Furthermore, competency development encourages employees to develop their abilities, which ultimately leads to increased productivity. Overall, competency development creates a mutually supportive relationship between employee ability, motivation, and work performance.

There is a significant positive indirect influence of organizational communication on employee performance through Job Satisfaction as a mediating variable at the General Election Commission in Banten Province.

Furthermore, the results of the analysis of the seventh hypothesis, which is an indirect influence, where organizational communication has a significant effect on employee performance through job satisfaction with a t-statistic of $3.117 > 1.96$ and a p-value of $0.002 < 0.05$. This means that the seventh hypothesis is accepted, and this illustrates that job satisfaction significantly mediates organizational communication on employee performance. This means that organizational communication not only has a direct impact on performance, but also indirectly affects performance through increased job satisfaction. In the perspective of Organizational Communication Network Theory, the effectiveness of open, clear, and responsive communication creates a sense of being appreciated and understood, which strengthens feelings of satisfaction with work. This satisfaction then becomes a positive energy that encourages employees to work more focused, productive, and committed.

In the context of KPU employees, who face high workloads and demands for accuracy in election administration, good organizational communication is a crucial foundation for creating a healthy and conducive work environment. When information is conveyed accurately, quickly, and in two directions, employees feel more valued and have a clear work direction. This sense of satisfaction that arises from a healthy communication environment motivates them to deliver their best performance. Therefore, these results confirm that strengthening the internal communication system at the KPU is not only crucial for operational effectiveness but also key to fostering sustainable job satisfaction, which ultimately contributes to achieving maximum organizational performance.

Effective organizational communication significantly impacts employee performance by increasing job satisfaction (Lee et al., 2024). When information is communicated clearly and openly, employees feel more connected to the organization's goals (Stephan et al., 2024). This connectedness creates a sense of job satisfaction, which encourages employees to contribute optimally (Genedy et al., 2024). Good communication also provides employees with a sense of fairness and recognition, which increases their motivation (Kola Olayiwola et al., 2024). With high job satisfaction, employee performance tends to improve significantly (Ly, 2024).

Job satisfaction plays a crucial role as a mediator in the relationship between organizational communication and employee performance (Rahmani et al., 2023). When employees feel heard and understood through effective communication, they are more likely to be satisfied with their jobs (Huang et al., 2024). This satisfaction provides a positive emotional boost, which increases employee commitment to their tasks (Mensah et al., 2024). In this context, organizational communication is not only an information tool but also a way to build relationships that support performance (Y. H. Kim et al., 2023). Thus, job satisfaction is a crucial link between communication and employee performance (Srimulyani et al., 2023).

Effective organizational communication also helps overcome barriers that can reduce job satisfaction and performance (Castaldo et al., 2023). For example, poor communication often leads to misunderstandings and conflict, which negatively impact productivity (Bienkowska et al., 2023). Conversely, clear and open communication creates a harmonious work environment, where employees feel comfortable and motivated (Nassani, Al-Aiban, et al., 2024). With maintained job satisfaction, employees can work with more focus and efficiency. Therefore, effective organizational communication has a dual impact on job satisfaction and performance (Felix Orikpete & Raphael Ejike Ewim, 2024).

The relationship between organizational communication, job satisfaction, and employee performance creates a mutually reinforcing cycle (Nuraini et al., 2022). When organizational communication is effective, employees feel more satisfied and motivated, ultimately improving their performance (Kola Olayiwola et al., 2024). In the long run, effective communication helps create a healthy and productive work culture (Stephan et al., 2024). Thus, organizations that invest in organizational communication will benefit in the form of better employee performance through increased job satisfaction (Ly, 2024).

Based on the explanation above, it can be concluded that organizational communication plays a crucial role in improving employee performance by enhancing job satisfaction. This satisfaction then contributes to a more harmonious work environment. With good communication, employees feel more

connected and valued, which boosts productivity. Ultimately, effective communication helps build a work environment conducive to better performance.

Conclusion

Based on the results of the analysis, it can be concluded that 1) there is a significant positive influence of competency development on the performance of KPU employees in Banten Province, 2) there is a significant positive influence of organizational communication on the performance of KPU employees in Banten Province 3) there is a significant positive influence of competency development on job satisfaction of KPU employees in Banten Province 4) there is a significant positive influence of organizational communication on job satisfaction of KPU employees in Banten Province 5) there is a significant positive influence of job satisfaction on the performance of KPU employees in Banten Province 6) there is a significant positive influence of indirect competency development on employee performance through job satisfaction as a mediating variable on KPU employees in Banten Province 7) there is a significant positive influence of indirect organizational communication on employee performance through job satisfaction as a mediating variable on KPU employees in Banten Province.

Implications

This research has several important implications, encompassing theoretical, practical, managerial, and policy aspects. Theoretically, this research strengthens the mediation model of job satisfaction in the relationship between competency development and organizational communication on performance, in line with Social Exchange Theory and Attitude Performance Link. From a practical perspective, effective internal communication is key to improving performance, so the General Elections Commission (KPU) needs to strengthen two-way communication systems and information flow between divisions. Implications for human resource development emphasize the need for performance- and satisfaction-based training, including the development of soft skills, while managerial implications highlight the importance of creating a psychologically safe work environment. From a policy perspective, performance and job satisfaction assessment instruments need to be reevaluated to be more adaptive to the context of public organizations. Furthermore, contextual implications indicate that HRD strategies in public organizations must be tailored to unique characteristics, such as regulations and public pressure. Finally, institutionally, this research emphasizes the need for an integrative model that links competency, communication, and satisfaction as a people-centered governance system. Thus, these implications provide a strong foundation for the KPU and other public organizations in designing more integrated, adaptive, and empirically evidence-based HR policies to support professionalism and institutional resilience in facing democratic challenges.

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