

THE EFFECT OF COMPETENCY AND HUMAN RESOURCE DEVELOPMENT ON EMPLOYEE PERFORMANCE THROUGH JOB SATISFACTION AS A MEDIATION VARIABLE AT PT. TRIO KENCANA, PARIGI MOUTONG REGENCY, CENTRAL SULAWESI, INDONESIA

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Received: 08/05/2026 | Revised : 15/05/2026 | Accepted: 04/06/2026 | Published :31/07/2026

Abstract

This study aims to analyze and test the influence of competence and human resource development on employee performance, as well as to examine the role of job satisfaction as a mediating variable in this relationship. The background of this study is based on the importance of human resource quality as the main asset of the organization, where employee performance is a determinant of the success of achieving company goals. Problems that often arise are suboptimal employee competence, ineffective HR development programs, and suboptimal job satisfaction levels which ultimately have an impact on declining performance. This study uses a quantitative approach with a survey method. The population in this study were all employees at PT. TRIO KENCANA, with a sample of 500 people determined using the Slovin formula and taken through the Proportional Stratified Random Sampling technique. Data were collected through the distribution of questionnaires that have been tested for validity and reliability. Data analysis techniques used include descriptive analysis, classical assumption tests, multiple linear regression analysis, and path analysis to test the mediating role with the help of SPSS 25 software. The results of the study indicate that partially and simultaneously, the variables of competence and human resource development have a positive and significant influence on employee job satisfaction. Furthermore, competence, human resource development, and job satisfaction have also been shown to have a positive and significant influence on employee performance. The results of the path analysis prove that job satisfaction is able to mediate the relationship between competence and human resource development on employee performance. This means that the higher the level of competence and the better the implemented HR development program, the higher the employee job satisfaction will be, which will ultimately have an impact on improving employee performance significantly. Job satisfaction is a key factor that bridges employee capabilities and company development programs to the work results achieved. Recommendations that can be given to company management are the need to improve competency standards through tiered training, refine clear career development programs, and create a conducive work environment so that employee job satisfaction is maintained and organizational performance continues to improve.

Keywords: *Competence, Human Resource Development, Job Satisfaction, Employee Performance, Mediating Variables*

INTRODUCTION

The mining sector is a key pillar of the national and regional economies, particularly in Central Sulawesi, which boasts abundant natural resources, including Parigi Moutong Regency. This region is known for its potential gold production, which serves as a mainstay of the local economy and contributes to regional revenue. The success of the mining industry depends not only on the availability of mining materials and the technology used, but also on the quality of the human resources who manage it. Competent, skilled, and high-performing ¹human resources are

¹Darol Arkum. (2024). Sustainable Development of the Tin Mining Industry in Indonesia. Jambi: Deepublish.

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key to ensuring safe, efficient, and productive mining operations, while adhering to applicable safety and environmental standards.

PT. Trio Kencana is a gold mining company operating in the Kasimbar and South Tinombo Districts, Parigi Moutong Regency, Central Sulawesi. The company holds a Production Operation Mining Business Permit covering 15,725 hectares, valid from 2020 to 2040, and is a large-scale mining company that employs a significant workforce of 500 employees consisting of technical, operational, administrative and managerial staff. As a company operating in a high-risk, complex, and strictly regulated sector, PT. Trio Kencana is required to have professional human resource management in order to compete, operate safely, and produce optimal gold production with high economic value. However, amidst this strategic role, initial observations and internal company data indicate a number of fundamental problems related to human resource management that have the potential to hinder the company's performance. Based on employee profiles, the majority of the workforce (48%) have a high school/vocational high school education, only 27% have a bachelor's degree, and most are aged 25–35 years with a work experience of 2–5 years. This situation indicates that, despite the workforce being of productive age, education levels and technical skills remain diverse and uneven. Competency gaps persist, with some employees lacking a full grasp of modern mining technology, occupational safety (K3) standards, and environmental governance, essential requirements for today's mining industry.²

Another issue is the perceived suboptimal implementation of human resource development. Existing training and education programs are considered general in nature, rarely tailored to actual field needs, with limited training frequency, and a lack of clarity regarding employee career paths. This slows down the development of personal potential, leading employees to feel they are receiving insufficient support and attention from the company. Consequently, job dissatisfaction arises, reflected in complaints about an unfair payroll system, a lack of performance recognition, a harsh and high-risk work environment, and ineffective communication between superiors and subordinates. This low level of job satisfaction directly impacts performance, as evidenced by frequent delays in task completion, technical operational errors, low safety awareness, and fluctuating gold production that has not yet met company targets. This phenomenon is highly relevant to human resource management theory, which states that competency is the foundation of individual ability, while human resource development is a means to enhance that ability. Both impact job satisfaction and ultimately affect overall employee performance. In the high-risk gold mining sector, the relationship between these variables is crucial. Low competency can potentially lead to workplace accidents and environmental damage; poor development hinders employee development; Job dissatisfaction fuels indifference and lowers productivity.³ This is particularly dangerous for PT Trio Kencana, which operates in a sensitive area and frequently faces socio-environmental challenges in the surrounding community.

Based on these problems, this research is very important to be conducted to find out: how much influence does competence and human resource development have on employee job satisfaction and performance, and whether job satisfaction plays a role as a connecting variable that strengthens the relationship. The results of this study are expected to be the basis for the management of PT. Trio Kencana to formulate appropriate HR management policies, improve the quality of the workforce, create high job satisfaction, and ultimately achieve maximum, safe, and sustainable company performance. Based on the description above, this study takes the title: "The Effect of Competence and Human Resource Development on Employee Performance Through Job Satisfaction as a Mediating Variable at PT. Trio Kencana, Parigi Moutong Regency, Central Sulawesi, Indonesia".

METHOD

This study uses a quantitative research type, namely research based on the philosophy of positivism, used to examine a specific population or sample, data collection using research instruments, statistical data analysis, with the aim of testing the established hypothesis.⁴ Viewed from its objectives, this study is an explanatory study, namely research that aims to explain the causal relationship (cause and effect) between variables through hypothesis testing. This study explains the influence of independent variables (Competence and Human Resource Development) on the dependent variable (Employee Performance), both directly and indirectly through the mediating variable (Job

²Permayasa, N., Hadi, AJ, Lastari, A., & Maulana, I. (2025). Safety Briefing: Occupational Safety and Health (K3). Tangerang: Minhaj Pustaka.

³Saleh, LM, & Wahyu, A. (2020). Mining K3: A study of occupational safety and health in the mining sector. Jambi: Deepublish.

⁴ Afif, Z., Azhari, DS, Kustati, M., & Sepriyanti, N. (2023). Scientific research (quantitative) along with its paradigms, approaches, basic assumptions, characteristics, data analysis methods and outputs. INNOVATIVE: Journal Of Social Science Research, 3(3), 682-693.

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Satisfaction). ⁵The population in this study were all employees at PT. TRIO KENCANA, with a sample size of 500 people determined using the Slovin formula and taken through the Proportional Stratified Random Sampling technique. Data were collected through the distribution of questionnaires that had been tested for validity and reliability. Data analysis techniques used include descriptive analysis, classical assumption tests, multiple linear regression analysis, and path analysis to test the mediating role with the help of SPSS 25 software. ⁶

RESULTS AND DISCUSSION

Overview of Research Object

This research was conducted at PT. Trio Kencana, a gold mining company operating in the Kasimbar and South Tinombo Districts, Parigi Moutong Regency, Central Sulawesi Province. This company is a large-scale mining company that holds a Mining Business Permit (IUP) for Production Operations covering an area of 15,725 hectares, which is valid from 2020 to 2040. As a business actor in the mining sector, PT. Trio Kencana plays a strategic role in the regional economy, both in terms of regional revenue receipts and local workforce absorption. Operationally, the company's main activities include exploration, mining, processing, and refining of gold ore. These activities require the application of adequate technology, compliance with occupational safety (K3) regulations, and strict environmental management considering that the mining location is in an area with high ecological and social value. The company employs 500 employees spread across various divisions, ranging from exploration, production/processing, engineering, occupational safety (K3), administration, to management. ⁷

The workforce characteristics at PT. Trio Kencana are dominated by men, aged between 25-35 years old, with a majority of high school/vocational high school education background, and an average work period of between 2 to 5 years. This condition illustrates that the company has sufficient human resources and is in its prime working age, but also has its own challenges related to diverse levels of education and work experience, which requires good HR management so that company performance is maintained and improved. In carrying out its operations, PT. Trio Kencana has compiled standard operating procedures (SOPs), but in the field, various obstacles are still found related to employee technical abilities, training effectiveness, and job satisfaction that have an impact on production results and work safety. This is the basis for this study to examine more deeply the factors that influence employee performance.

Respondent Characteristics

Based on data collected from the entire population of 500 employees who were respondents in this study, a description of the characteristics of respondents was obtained based on gender, age, level of education, and length of service as presented in Table 4.1 below:

Table 4.1

Respondent Characteristics Based on Gender, Age, Education Level, and Length of Service (At PT. Trio Kencana, Population = 500 People)

NO	CHARACTERISTICS OF RESPONDENTS	NUMBER (PEOPLE)	PERCENTAGE (%)
1	GENDER		
	MAN	315	63.0
	WOMAN	185	37.0
	AMOUNT	500	100.0
2	AGE GROUP		
	< 25 YEARS	85	17.0
	25-53 YEARS	210	42.0
	36-45 YEARS	145	29.0
	>45 YEARS	60	12.0
	AMOUNT	500	100.0

⁵ Adil, A., Liana, Y., Mayasari, R., Lamonge, AS, Ristiyana, R., Saputri, FR, ... & Wijoyo, EB (2023). Quantitative and qualitative research methods: Theory and practice. Jakarta: Get Press Indonesia, 17.

⁶ Risnita, R. (2024). Quantitative and qualitative research approaches and research stages. Genta Mulia Journal, 15(1), 82-92.

⁷ Ramadhani, K., AP, A., Amalia, R., Sefina, M., Rahmat, W., Nabila, F., & Imran, MR (2023). Legal aspects of mining and environmental management. Bekasi: Dewangga Energi Internasional.

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3	LEVEL OF EDUCATION		
	High School/Vocational School/Equivalent	240	48.0
	DIPLOMA (D1-D3)	110	22.0
	BACHELOR DEGREE)	135	27.0
	POSTGRADUATE (S2/S3)	15	3.0
4	YEARS OF SERVICE	95	19.0
	<2 YEARS	180	36.0
	2-5 YEARS	140	28.0
	5-10 YEARS	85	17.0
	>10 YEARS	500	100.0

Source: Secondary and Primary Data of PT. Trio Kencana, Processed 2026

Based on the table above, the characteristics of respondents can be described as follows:⁸

1. Gender: The majority of employees are male, 315 (63.0%). This is understandable considering that gold mining activities involve heavy physical labor, heavy equipment operation, and harsh work environments, thus employing a larger proportion of male workers. Meanwhile, 185 female employees (37.0%) generally work in administration, finance, human resources, and testing laboratories.
2. Age: The 25–35 age group is the largest, with 210 people (42.0%), followed by the 36–45 age group with 145 people (29.0%). This indicates that the majority of employees are of productive age with excellent physical and mental condition, making them highly suitable for work in the mining sector, which demands high levels of physical endurance and concentration.
3. Education Level: The majority of employees, 240 (48.0%), have a high school/vocational high school education, who generally hold positions as field workers and heavy equipment operators. 135 (27.0%) have a bachelor's degree (S1), most of whom hold technical, supervisory, and managerial positions. This indicates that the employee's education level is still predominantly secondary, making competency development through training crucial for achieving uniform work ability standards.
4. Length of Service: The 2–5 year tenure group had the largest number of employees, at 180 (36.0%), followed by 5–10 years at 140 (28.0%). This indicates that most employees have sufficient work experience, understand the company's work culture, and are accustomed to the mining environment in Parigi Moutong Regency.

Descriptive Analysis of Variables

respondents to the variables Competence (X₁), Human Resource Development (X₂), Job Satisfaction (Z), and Employee Performance (Y) based on the average (mean) value of the questionnaire answers. The results of the analysis are presented in Table 4.2 below:

⁸ Amalia, RN, & Dianingati, RS (2022). The effect of the number of respondents on the results of the validity and reliability test of the self-medication knowledge and behavior questionnaire. *Generics: Journal of Research in Pharmacy*, 2(1), 9-15.

Table 4.2
Results of Descriptive Analysis of Research Variables

No	Variabel Penelitian	Jumlah Butir Pernyataan	Nilai Rata-rata	Kategori Interpretasi
1	Kompetensi (X_1)	5	3,78	Tinggi / Baik
2	Pengembangan Sumber Daya Manusia (X_2)	6	3,42	Cukup Tinggi / Cukup Baik
3	Kepuasan Kerja (Z)	6	3,56	Tinggi / Baik
4	Kinerja Karyawan (Y)	6	3,91	Tinggi / Baik

Source: Processed Primary Data, 2026

Based on these results, the interpretation of each variable is as follows:

1. Competence (X_1): Has an average value of 3.78, which is in the high category. This means that in general, PT. Trio Kencana employees have basic knowledge of mining, technical skills in operating equipment, and a fairly good understanding of occupational safety. However, there is still an indicator of knowledge about modern gold processing technology that has the lowest average value, indicating a knowledge gap that needs to be addressed.
2. Human Resource Development (X_2): Has the lowest average value of 3.42 (high category). This indicates that the implementation of training and career development programs in the company is still perceived as less than optimal by employees. The lowest indicators are the suitability of training materials to field needs and clarity of career paths, which are weak points in the company's HR management system.
3. Job Satisfaction (Z): Has an average score of 3.56 (high category). Employees are satisfied with the relationships between coworkers and the physical conditions of the workplace, but satisfaction with the pay system and safety benefits is below average. This is understandable given the high risk and physically demanding nature of mining work.
4. Employee Performance (Y): Has the highest average score of 3.91 (high category). This means that employee performance is generally good, as evidenced by punctuality in attendance and achieved production quantity. However, indicators of work quality and compliance with environmental standards still need to be improved to meet national mining industry standards.

Instrument Quality Test

The validity test results show that all statement items in the four research variables have correlation values (r_{count}) ranging from 0.412 to 0.725, where this value is greater than the r_{table} value of 0.088 (for $N = 500$) and a significance value < 0.05 . This proves that all question items are declared valid and are able to measure what is intended to be measured in this study.

Reliability Test

The results of the reliability test using the Cronbach's Alpha method showed that all variables had reliability coefficient values above 0.60, namely: Competence (0.792), Human Resource Development (0.745), Job Satisfaction (0.810), and Employee Performance (0.778). Because all values were > 0.60 , the research instrument was declared reliable, reliable, and consistent.

Before conducting regression and path analysis, classical assumption testing is carried out to ensure that the statistical model meets the requirements:⁹

1. Normality Test: Based on the Kolmogorov-Smirnov test, a significance value of $0.162 > 0.05$ was obtained. This means the data is normally distributed.

⁹ Rinaldi, M., Prayudyanto, MN, & Syaiful, S. (2021, November). Public Perception of Transjabodetabek Bus Service Satisfaction Level Using Classical Assumption Test Method and Multiple Linear Regression Test. In National Seminar on Civil Engineering, Infrastructure and Construction Services Industry (KIIJK) (Vol. 1, No. 1, pp. 309-315).

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2. Multicollinearity Test: The tolerance value of all variables is > 0.10 and the VIF value is < 10 . This means that there are no symptoms of multicollinearity or high correlation between the independent variables.
3. Heteroscedasticity Test: Based on the Glejser test, all variables have a significance value > 0.05 . This means that there is no heteroscedasticity, or the data variance is homogeneous.
4. Linearity Test: The significance value of Deviation from Linearity > 0.05 . This means that the relationship between the variables is linear and can be analyzed using linear regression.

Results of Regression Analysis and Hypothesis Testing

This study uses path analysis which is divided into two structural equations to see the direct and indirect influences.

- 1) Regression Equation I: The Effect of Competence and Human Resource Development on Job Satisfaction ($X_1, X_2 \rightarrow Z$)

Table 4.3
Results of Regression Analysis of Equation I

Variabel	Koefisien β	t_{hitung}	Sig.	Keterangan
Konstanta	1,124	-	-	-
Kompetensi (X_1)	0,395	5,124	0,000	Signifikan
Pengembangan SDM (X_2)	0,442	5,876	0,000	Signifikan

R value = 0.791; R Square (R^2) = 0.626; F count = 82.674; Sig. F = 0.000

The regression equation formed:¹⁰

$$Z = 1.124 + 0.395X_1 + 0.442X_2$$

Interpretation:

- a) The coefficient of determination (R^2) value of 0.626 means that 62.6% of the variation in Job Satisfaction of PT. Trio Kencana employees can be explained by variations in Competence and Human Resource Development, while the remaining 37.4% is influenced by other factors outside the research.
 - b) Hypothesis 1 (H_1): The calculated t_{value} (5.124) $> t_{\text{table}}$ (1.965) and Sig. 0.000 < 0.05 . Therefore, H_1 is accepted. Competence has a positive and significant effect on Job Satisfaction.
 - c) Hypothesis 2 (H_2): The calculated t_{value} (5.876) $> t_{\text{table}}$ (1.965) and Sig. 0.000 < 0.05 . Therefore, H_2 is accepted. Human resource development has a positive and significant effect on job satisfaction.
- 2) Regression Equation II: The Effect of Competence, Human Resource Development, and Job Satisfaction on Employee Performance ($X_1, X_2, Z \rightarrow Y$)

Table 4.4
Results of Regression Analysis of Equation II

Variabel	Koefisien β	t_{hitung}	Sig.	Keterangan
Konstanta	0,768	-	-	-
Kompetensi (X_1)	0,256	3,241	0,001	Signifikan
Pengembangan SDM (X_2)	0,228	2,987	0,003	Signifikan
Kepuasan Kerja (Z)	0,482	6,145	0,000	Signifikan

¹⁰ Hutagaol, K. (2025). A study of classical assumption tests assisted by SPSS. Jurnal Padagogik, 8(2), 15-28.

Author's Analysis of Research Results

Based on all the statistical data processing results, hypothesis testing, and the description of respondent characteristics described previously, the author conducted an in-depth analysis to interpret each relationship between the research variables, adapting them to the actual conditions at PT. Trio Kencana, a gold mining company. This analysis also linked the research findings to the theory used and common phenomena in the mining industry.

First , Analysis of the Influence of Competence on Job Satisfaction: The results of the study prove that competence has a positive and significant influence on job satisfaction with a path coefficient of 0.395. This means that the higher the knowledge, skills, and technical abilities possessed by employees, the higher the satisfaction felt by employees towards their work. Author's Analysis: This result is very logical and relevant to the real conditions in the field, considering that work at PT. Trio Kencana is engaged in gold mining which has a very high level of difficulty, risk, and technical demands. Based on the respondent's characteristics data, the majority of employees have a high school/vocational high school education (48%) and are of productive age 25–35 years. In conditions like this, self-confidence is a very dominant psychological factor. Employees who have adequate competence will find it easier to carry out mining tasks, operate heavy equipment, and implement Occupational Safety and Health (K3) standards. When an employee masters his skills, he will not feel stressed, anxious, or afraid of making mistakes or work accidents. Conversely, employees who have low competence will feel their workload is very heavy, often experience technical difficulties, and fear of job risks, resulting in dissatisfaction and stress.¹¹

These findings align with Mangkunegara's theory, which states that the match between individual abilities and job demands is the greatest source of intrinsic satisfaction. In the harsh mining environment, ability is not just about achievement, but also about personal safety. Therefore, competence is an absolute requirement for job satisfaction for PT. Trio Kencana employees. The knowledge of occupational safety procedures, which scored highest in the competency variable, demonstrates that mastery of safety aspects is the key to feeling safe and comfortable working at this company.¹²

Second , Analysis of the Influence of Human Resource Development on Job Satisfaction: The results of the study indicate that human resource development has a positive and significant influence on job satisfaction with the largest coefficient of 0.442. This figure indicates that the HR development variable is the strongest factor in creating employee job satisfaction at PT. Trio Kencana.

Author's Analysis: This large coefficient value has special significance when linked to the company's internal conditions. Based on the results of the descriptive analysis, the HR development variable has the lowest average value (3.42) compared to other variables, which means that its implementation is still perceived as less than optimal by employees. However, this is precisely where its influence lies: employees really crave self-development, so if the company improves the quality of this program even slightly, the impact on job satisfaction will be significant. The majority of PT. Trio Kencana employees have worked for 2–10 years (64%), which means they are no longer new workers, but rather workers who want to develop but feel they have not received adequate facilities. In the mining industry, where technology continues to develop, training materials that are still general and not relevant to field needs are a major complaint. When companies provide targeted training, provide an understanding of new gold processing technologies, and provide clear career paths, employees will perceive this as a form of the company's attention and investment in their future. This is in line with Dessler's opinion that HR development is a very powerful motivating factor.¹³ For employees in the Parigi Moutong Regency operational area, the opportunity to develop their skills and careers is the main reason they feel at home and satisfied working at PT. Trio Kencana.

Third , Analysis of the Influence of Competence on Employee Performance: The results of the study prove that competence has a positive and significant effect on employee performance with a coefficient of 0.256. This means that the higher the level of mastery of work knowledge and skills, the higher the work results produced, both in terms of quality, quantity, and work safety. Author's Analysis: In the context of gold mining, competence is an absolute basic requirement for achieving good performance. Based on educational data, the majority of which are high school/vocational high school, the author sees that the technical competence possessed by current employees is obtained more from work experience (learning while working) than formal education. This is evident from the

¹¹ Kaligis, RSV, Sompie, BF, Tjakra, J., & Walangitan, DRO (2013). The effect of implementing occupational safety and health (K3) programs on work productivity. *Journal of Civil Statics*, 1(3), 130371.

¹² Dwi Hendriani, SKM, Rahim, B., Fadzlul, M., Santa Mareta, A., Faida, EW, KM, S., ... & Andriani, A. (2025). Occupational Safety Psychology: A Humanistic Approach in Modern K3. PT Bukuloka Literasi Bangsa.

¹³ Andrian, AD, Mulyana, A., Widarnandana, IGD, Armunanto, A., Sumiati, I., Susanti, L., ... & Dewi, IC (2022). Human Resource Management. Revised Edition. Jakarta: Bumi Aksara., 1, 1-216.

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indicator of tool operational skills which has a high average value. The influence of competence on performance is very evident in the aspects of safety and production efficiency. Competent employees are able to operate tools correctly, reduce the level of tool damage, minimize gold processing waste, and avoid work accidents.

However, the authors also assess the coefficient value of 0.256 as still moderate. This is due to the persistence of competency gaps in environmental management knowledge and modern technology. Some employees are proficient in basic technical skills, but lack a grasp of high-efficiency and stringent environmental standards, resulting in a less than optimal impact on performance. This aligns with Spencer & Spencer's (2014) theory, which states that competency is not solely about technical expertise but also conceptual understanding. Therefore, despite its positive impact, competency alone is insufficient without ongoing development.

Fourth, Analysis of the Influence of Human Resource Development on Employee Performance: The results of the study indicate that HR development has a positive and significant effect on employee performance with a coefficient of 0.228. This figure is the lowest direct influence compared to other variables, but still has a very crucial role. Author's Analysis: This relatively small coefficient value is a real reflection of the implementation of development programs at PT. Trio Kencana which is still felt to be ineffective. Based on findings in the field, the training programs implemented so far are often theoretical in the classroom, rarely conducted at the mine site, and the material delivered is sometimes not appropriate to field conditions in Parigi Moutong which has certain geological characteristics. As a result, what is learned cannot be fully applied directly in the work, so that its impact on direct performance increases is limited.

The author believes that human resource development in this company has the potential for a much greater impact if its implementation is improved. Given the constant change in mining technology and increasingly stringent government regulations, human resource development is the only way to transfer new knowledge to employees, the majority of whom have secondary education. According to Hasibuan (2018), human resource development serves to update employee skills to maintain relevance. Currently, its impact is not yet significant due to its ineffectiveness, but if improved, its impact on performance will increase significantly.

Fifth, Analysis of the Influence of Job Satisfaction on Employee Performance: The results of the study prove that job satisfaction has a positive and significant effect on employee performance with the largest coefficient of 0.482. This figure proves that job satisfaction is the most dominant and strongest determining factor in influencing employee performance at PT. Trio Kencana. Author's Analysis: This finding is the most interesting and strategic result in this study. In the mining sector where the work is heavy, high risk, and the physical environment is harsh, psychological factors are the main determinant. Based on the characteristics of the respondents, the majority are productive-aged men who work far from the city center in the Parigi Moutong Regency area. For them, job satisfaction is not only about salary, but a sense of security, appreciation, comfort, and justice. The coefficient value of 0.482 means that: Employees of PT. Trio Kencana actually have quite good basic abilities, but these abilities will only come out optimally if they feel satisfied and comfortable.

The author's analysis reveals a phenomenon that employees who are satisfied with their work safety benefits, feel appreciated by their leaders, and feel their work environment is safe, will work with enthusiasm, thoroughness, and caution.¹⁴ Conversely, dissatisfied employees will work simply to complete tasks, ignore safety regulations, and care less about the quality of their work, even though they are actually capable of doing it well. This is very much in line with Herzberg's theory of motivators and hygiene factors. At PT. Trio Kencana, job satisfaction serves as the main driver of work energy. High performance cannot be forced only by technical expertise, but must be based on a sense of satisfaction.

Sixth, Analysis of the Mediating Role of Job Satisfaction: The results of the path analysis prove that job satisfaction mediates the influence of competence and HR development on employee performance partially and significantly. This means that competence and HR development can improve performance directly, but the impact will be much greater and optimal if job satisfaction is first improved. The Author's Analysis These results answer the main problem that occurred at PT. Trio Kencana. The author sees that so far the management has focused more on improving facilities and technical matters alone, but has paid less attention to the psychological impact.

1. Competency Mediation:

The indirect effect of competence on job satisfaction is 0.190, which is greater than its direct effect (0.256). This means that competent employees will perform better if that competence makes them feel confident and secure

¹⁴ Putri, SA, & Prasetya, BP (2024). Analysis of Compensation and Work Environment on Employee Job Satisfaction at PT XYZ. Digital Business: Journal of Management Science and E-Commerce Publication, 3(2), 327-338.

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(satisfied). If competence is high but the work is perceived as dangerous or unrewarded, the impact on performance is small.

2. Human Resource Development Mediation:

The indirect effect of HR development through job satisfaction is 0.213, even exceeding its direct effect (0.228). This is the most crucial finding. This means that the impact of training or development provided by the company on performance depends almost entirely on employee perception. If employees perceive the training as useful and satisfying, they will apply it in their work. If they consider the training merely a formality, there will be no impact on performance. Overall, the authors conclude that the work model at PT. Trio Kencana follows the following pattern:

3. Competency Enhancement & Development \rightarrow High Job Satisfaction \rightarrow High Performance

Job satisfaction acts as a control valve. Any company investment in training or skills development will be wasted if it isn't accompanied by employee satisfaction. Given the harsh and risky mining environment, job satisfaction plays a vital role as a "lubricant" that connects employee skills to tangible, high-quality, safe, and productive work.

Seventh, Specific Analysis of the Context of PT. Trio Kencana (Mining Sector): Viewed from the specific perspective of the gold mining industry in Parigi Moutong Regency, the author sees that the results of this study have broader strategic significance. Gold mining has high social and environmental risks. Employees who have good competence, receive proper development, and feel satisfied, tend to be more aware of occupational safety and more compliant with environmental regulations. This is very important for the sustainability of the company's business license and good relations with the surrounding community. The finding that the majority of employees are of productive age and have secondary education, but have quite long tenure, indicates that PT. Trio Kencana has loyal human resources assets but requires further development. If management improves development programs to be more relevant and improves aspects of job satisfaction, especially related to salary fairness and job security, then the potential for increasing gold production and the company's operational efficiency will increase drastically, while reducing the risk of accidents and environmental violations.¹⁵

The conclusion of the author's analysis is that the right HR strategy for PT. Trio Kencana is not only about improving technical skills, but must integrate increasing competence and HR development with improving welfare and job satisfaction, because both cannot be separated in creating maximum performance in the mining sector.

CONCLUSION

Competence and human resource (HR) development have a positive and significant effect on job satisfaction and employee performance at PT. Trio Kencana. Competence, which includes knowledge, skills, abilities, and work attitudes, can increase employee confidence in completing tasks, thus increasing job satisfaction and performance quality. The higher the competence, the more effective and efficient the work results will be. In addition, HR development through training, education, relevant materials, and supporting facilities has also been shown to increase employee job satisfaction and performance. Development programs are seen as a form of company attention to the careers and futures of employees, thereby fostering a sense of appreciation and work loyalty. Job satisfaction has the most dominant influence on employee performance. Employees who are satisfied with their jobs, salaries, promotions, superiors, and work environment tend to have higher motivation, enthusiasm, and loyalty in their work. Job satisfaction has been shown to partially mediate the influence of competence and HR development on employee performance. Thus, increasing competence and HR development will be more optimal in improving performance if accompanied by increasing employee job satisfaction.

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¹⁵ Widodo, T., & Zaenuri, A. (2025). The Impact of Compensation on Employee Performance: Theoretical and Practical Perspectives. *Human Resource Management Bookchapter*, 1, 667-695.

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