Influence of Competence, Culture, Work Achievement on Ptun Medan Employee Performance Mediated by Job Satisfaction

Jefri Tumbur Parulian Manullang, Yohny Anwar, Kiki Farida Ferine

Abstract

This study aims to examine the effects of competence, organizational culture, and job performance on employee performance, with job satisfaction as a mediating variable among employees of the Medan Administrative Court (PTUN Medan). This quantitative explanatory study involved all 75 employees using a saturated sampling technique. Data were collected through structured questionnaires and analyzed using PLS-SEM with SmartPLS 4. The results show that competence, organizational culture, and job performance positively and significantly affect job satisfaction. However, only competence significantly affects employee performance, while organizational culture, job performance, and job satisfaction have no significant direct effects. Job satisfaction also fails to mediate these relationships. The model explains 29.4% of job satisfaction and 24.4% of employee performance. These findings highlight the importance of continuous education, training, and professional development to strengthen employee competence and improve judicial service quality.

Keywords: Competence, Organizational Culture, Job Performance, Job Satisfaction, Employee Performance, PLS-SEM.

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Introduction

An institution's success in executing its strategic agenda is directly correlated with the level of performance achieved (Robbins & Judge, 2017). Various factors are thought to influence how employees work, such as their abilities, the work environment, and the results they achieve. Furthermore, job satisfaction is often used as an influencing variable, thus strengthening or weakening the relationship between other variables and performance outcomes (Judge et al., 2001). Competence indicates a person's ability to perform work well and effectively, as explained by Spencer and Spencer in 1993. Furthermore, organizational culture describes the values and rules that influence how employees behave in the workplace, according to Schein in 2010. The effectiveness of an employee's fulfillment of obligations and completion of tasks is a reflection of the level of work performance they achieve (Mangkunegara, 2017). On the other hand, job satisfaction is a psychological condition that can affect employee motivation and work level, as explained by Locke in 1976. State Civil Apparatus (ASN) in the judicial environment has an important role in providing professional, transparent, and fair legal services. As an institution under the Supreme Court of the Republic of Indonesia, the Medan State Administrative Court (PTUN) is required to meet the service standards mandated by the Decree of the Chief Justice of the Supreme Court, Number: KMA / 026 / KMA / SK / I I / 2012. Based on the performance report of the Medan PTUN, the institution received a BB (Satisfactory) predicate in the 2025 LKjIP. The Public Satisfaction Survey (SKM) value reached 3.78, the Anti-Corruption Perception (SPAK) reached 3.96 in the first quarter of 2026, and most of the Employee Performance Target (SKP) values in the first quarter of 2026 (Very Good and Good), this shows the overall ability of the organization and has not shown the factors that influence the performance of each employee individually. Therefore, empirical data regarding the performance of the Medan PTUN is presented in Table 1 as a basis for compiling the research.

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Table 1.
Summary of Empirical Data on Performance Achievement

Indicator	Result	Category	Source
Employee Performance Targets (SKP)	63 Good; 12 Very Good	Good	PTUN Medan Personnel Records, 2026
Government Agency Performance Accountability Report (LKjIP)	Predikat BB	Satisfactory	LKjIP PTUN Medan 2025
Public Satisfaction Survey (SKM)	3,78	Very Good	PTUN Medan SKM Report, First Quarter 2026
Anti-Corruption Perception Survey (SPAK)	3,96	Very Good	PTUN Medan SPAK Report, First Quarter 2026
Attendance Discipline	High	Very Good	PTUN Medan Attendance Data, 2026

Source: Authors' processed data (2026).

Literature Review

Although the relationship between competence, job performance, organizational culture, job satisfaction, and employee performance has been extensively researched, previous research still shows inconsistencies between these variables. Pasaribu and Ferine (2024), Maria Gradiana Bili et al. (2024), and Paramesta and Suratman (2024) demonstrated that competence and organizational culture positively influence employee job satisfaction and performance. Kristanto (2023) also found that job satisfaction significantly influences performance. Conversely, Ferine et al. (2021) demonstrated that organizational culture directly influences performance without being mediated by job satisfaction. Meanwhile, Edison, Anwar, and Komariyah (2016) explained that competence and organizational culture essentially drive performance improvement through job satisfaction as a mediating variable. These differences in findings indicate a continuing research gap regarding the role of job

satisfaction as a mediator. Furthermore, most research activities and results are conducted in private sector organizations or business entities, state-owned enterprises (BUMN), and government, while in government-oriented public service-oriented institutions, research activities and results in the judicial environment are still limited, especially in the State Administrative Court (PTUN). The characteristics of judicial organizations that have institutional independence, formal bureaucracy, apparatus integrity, and compliance with procedures have the potential to produce different relationships between variables. This study also fills the methodological gap by applying the PLS-SEM approach to confirm the relationship of direct causality and mediation between research variables in one integrated testing period.

Research Methodology

Based on the methodology of Sugiyono (2022), this explanatory quantitative study was designed to demonstrate the causal relationship between competency, organizational culture, job performance, and performance, and to explore the contribution of job satisfaction as a mediating variable. Data were obtained by sending questionnaires to participants, then analyzing the questionnaire responses using Structural Equation Modeling based on Partial Least Squares (SEM - PLS) with the aid of Smart PLS version 4 software.

The research subjects included all civil servants (PNS and PPPK) serving at the Medan State Administrative Court. The study employed a population of 75 respondents. Data collection involved all elements of the population as research subjects through a census approach or saturated sampling (Sugiyono, 2022).

Result

The data for this study were collected using a questionnaire containing responses to the variables studied and respondent characteristics. The analysis of respondent characteristics aims to describe employee profiles based on education level, position, and length of service, which are presented in the following section.

1. Characteristics of Last Education

Table 2.
Respondent Characteristics Based on Last Education

Educational Level	Number of Respondents (Persons)	Percentage (%)
Junior High School	1	1,33
Senior High School	11	14,67
Diploma III	4	5,33
Bachelor’s Degree (Undergraduate/S1)	43	57,33
Master’s Degree	17	22,67
Total	**75**	**100,00**

Source: Authors' processed data (2026).

The results of the most recent educational data analysis showed that the majority of respondents had a bachelor's degree (S1) (43 respondents, 57.33%), a master's degree (S2) (17 respondents, 22.67%), a high school (SMA/SMK) (11 respondents, 14.67%), a diploma (Diploma III) (4 respondents, 5.33%), and only one junior high school (SMP) (1.33%). This indicates that the majority of respondents have high educational qualifications, reflecting the readiness of human resources to support the implementation of duties at the Medan State Administrative Court.

2. Job Characteristics

Table 3.
Respondent Characteristics Based on Job Title

Job Position	Number of Respondents (Persons)	Percentage (%)
Chairperson	1	1,3
Vice Chairperson	1	1,3
Judge	17	22,7
Court Registrar's Office (Clerk Administration)	25	33,3
Secretariat Office	20	26,7
Government Employees with Work Agreements (PPPK)	11	14,7
Total	**75**	**100,00**

Source: Authors' processed data (2026).

Based on position, the majority of respondents came from the Clerk's Office (25 people) (33.33%), followed by the Secretariat (20 people) (26.67%), Judges (17 people) (22.67%), PPPK (11 people) (14.67%), and one person each (1.33%) served as Deputy Chairperson and Chairperson.

3. Characteristics of Length of Service

Table 4.
Respondent Characteristics Based on Length of Service

Length of Service	Number of Respondents (Persons)	Percentage (%)
< 1 Year	2	2,67
1–5 Years	1	1,33
6–10 Years	1	1,33
> 10 Years	71	94,67
Total	**75**	**100,00**

Source: Authors' processed data (2026).

Based on the characteristics of the length of work at the Medan State Administrative Court, the number of respondents who have worked for more than 10 years is 71 people (94.67%), respondents with a work period of less than 1 year are 2 people (2.67%), while those with a work period of 1 to 5 years and for a work period of 6 to 10 years are each 1 person (1.33%). So it can be concluded that most respondents have had a long work period and experience, in other words they understand the characteristics of the organization and implementation of duties at the Medan State Administrative Court well.

In this research, questionnaires were distributed to respondents to obtain primary data. The research variables consisted of several independent variables, dependent variables, and mediating variables. The independent variables included, among others, Competence (X_1), Organizational Culture (X_2), and Job Performance (X_3), while the dependent variable was Employee Performance (Y), and the mediating variable was Job Satisfaction (Z). Each construct was measured using six indicators adapted from theoretical sources and previous research, resulting in a total of 30 statements/responses. The instruments were constructed using a five-point Likert scale, with each item containing the following statements: statement 1 (Strongly Disagree), statement 2 (Disagree), statement 3 (Neutral), statement 4 (Agree), and statement 5 (Strongly Agree).

The following are the responses from 75 respondents, measured by the average score per answer to each question in the questionnaire.

Table 5.
Descriptive Analysis of Respondents' Responses for Each Variable Indicator

No	Indicator	Mean	Category
COMPETENCE			
1	X1.1 I have adequate knowledge related to my job	4.95	Very High
2	X1.2 I have skills that are appropriate for my job	4.93	Very High
3	X1.3 I am able to use technology in my work	4.91	Very High
4	X1.4 I understand the applicable work procedures	4.96	Very High
5	X1.5 I am able to complete my tasks properly	4.97	Very High
6	X1.6 I demonstrate a professional work attitude	4.95	Very High
	Average of Competence Variable	4.95	Very High
ORGANIZATIONAL CULTURE			
1	X2.1 I work according to organizational integrity values	4.97	Very High
2	X2.2 Work discipline is implemented properly	4.96	Very High
3	X2.3 There is cooperation among employees	4.92	Very High
4	X2.4 Leaders encourage a professional work culture	4.92	Very High
5	X2.5 Public service is a priority	4.95	Very High
6	X2.6 Communication among employees runs well	4.92	Very High
	Average of Organizational Culture Variable	4.94	Very High
JOB PERFORMANCE			
1	X3.1 I achieve the established work targets	4.96	Very High
2	X3.2 The results of my work are of good quality	4.92	Very High
3	X3.3 I complete my work on time	4.95	Very High
4	X3.4 I continuously improve my work results	4.99	Very High
5	X3.5 I receive good performance evaluations	4.97	Very High
6	X3.6 I strive to perform better than before	4.97	Very High
	Average of Job Performance Variable	4.96	Very High
JOB SATISFACTION			
1	Z1 I am satisfied with my job	4.97	Very High
2	Z2 I am satisfied with my work environment	4.93	Very High
3	Z3 I am satisfied with my working relationships	4.93	Very High
4	Z4 I am satisfied with the reward system	4.95	Very High
5	Z5 I feel comfortable working here	4.93	Very High
6	Z6 My job provides value for myself	4.99	Very High
	Average of Job Satisfaction Variable	4.95	Very High
EMPLOYEE PERFORMANCE			
1	Y1 I complete my work with good quality	4.97	Very High
2	Y2 I achieve my work targets	4.97	Very High
3	Y3 I work with discipline and punctuality	5.00	Very High
4	Y4 I am responsible for my work	5.00	Very High
5	Y5 I am able to work collaboratively	4.97	Very High
6	Y6 I provide good service	4.96	Very High
	Average of Employee Performance Variable	4.98	Very High

Source: Authors' processed data (2026).

This data describes the perceptions or statements of respondents on the research variables, and the average value in the very high category indicates that Medan PTUN employees have a very positive perception of competence, organizational culture, work performance, job satisfaction, and performance. The results of the average values obtained are then explained based on the specified interval categories and can later describe the size of the respondents' assessment of each indicator and variable in this study.

Data Analysis and Model Testing

The first stage in analyzing the data is to evaluate the measurement model to test the validity and reliability of each construct through the Outer Loading Test, Average Variance Extracted (AVE) Test, Heterotrait-Monotrait Ratio (HTMT) Test, Cronbach's Alpha Test, and Composite Reliability Test. After all criteria are met, further evaluation is carried out through the structural model test with R^2, f^2, Q^2, SRMR, and VIF tests.

1. Evaluation of the Measurement Model (Outer Model)

Conducting a measurement model evaluation (outer model) is necessary to determine

whether the research instrument meets validity and reliability requirements before conducting structural model testing. If all these criteria are met, the measurement model is deemed appropriate and acceptable for further evaluation of the structural model (inner model).

The results of this testing serve as the basis for determining the model's feasibility before testing the researcher's 10 hypotheses..

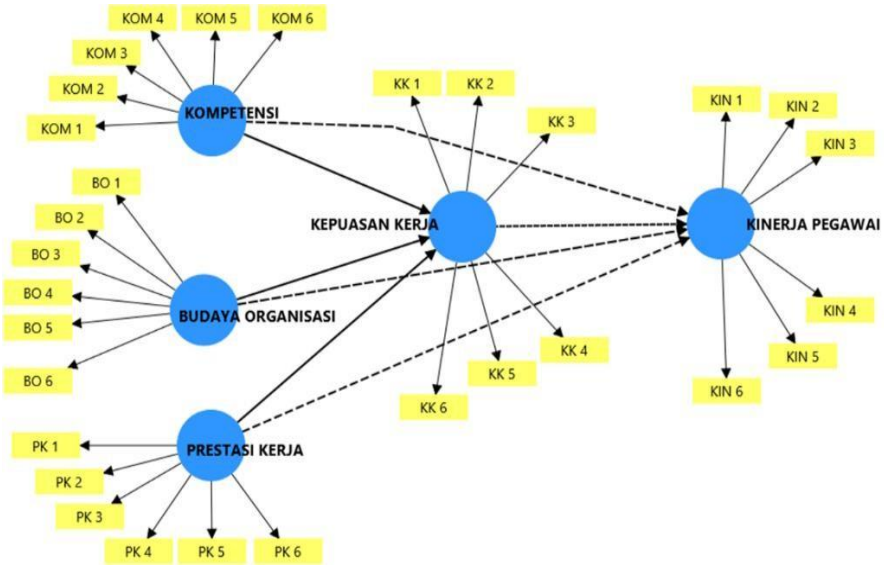


Figure 1. Latent Variable Model Analyzed

1.1 Convergent Validity/Reliability Test

Convergent validity testing using SmartPLS version 4 software showed that all indicators for the variables of competency, organizational culture, job performance, job satisfaction, and employee performance had outer loading values above 0.70, and the average variance extracted (AVE) for each construct also exceeded the minimum threshold of 0.50. These results indicate that all indicators adequately describe the constructs being measured, thus all variables in this study meet the requirements for convergent validity.

Furthermore, the reliability test results showed that all constructs had Cronbach's Alpha, rho_A, and Composite Reliability values greater than 0.70. This indicates that the indicators in each variable have good internal consistency in measuring their respective constructs. Therefore, all research tools are considered reliable and can be used in the structural model analysis stage (inner model). The results of the convergent validity and reliability tests using SmartPLS 4 software are presented in detail in Table 6 below.

Table 6
Results of Convergent Validity and Reliability Assessment

Variabel	Indicator	Outer Loading	Cronbach's Alpha	rho_A	Composite Reliability (CR)	AVE	Interpretasi
Competence	X 1.1	0, 774	0,816	0, 839	0, 867	0, 523	Valid and Reliability
	X 1.2	0, 748					
	X 1.3	0, 603					
	X 1.4	0, 600					
	X 1.5	0, 827					
	X 1.6	0, 758					
Organizational Culture	X 2.1	0, 808	0, 865	0, 874	0, 899	0, 598	Valid and Valid and Valid and
	X 2.2	0, 793					
	X 2.3	0, 782					
	X 2.4	0, 810					

	X 2.5	0, 760					
	X 2.6	0, 679					
Job Performance	X 3.1	0, 806	0, 880	0, 820	0, 898	0, 598	Valid and
	X 3.2	**0, 578**					Valid and
	X 3.3	0, 789					Valid and
	X 3.4	0, 821					
	X 3.5	0, 838					
	X 3.6	0, 779					
Job Satisfaction	Z 1	0, 800	0, 832	0, 833	0, 877	0, 544	Valid and
	Z 2	0, 757					Valid and
	Z 3	0, 700					Valid and
	Z 4	0, 724					
	Z 5	0, 761					
	Z 6	0, 678					
Employee Performance	Y 1	0, 748	0, 811	0, 823	0, 860	0, 507	Valid and
	Y 2	0, 735					
	Y 3	0, 738					
	Y 4	0, 690					
	Y 5	0, 721					
	Y 6	0, 634					

Source: Authors' analysis using SmartPLS 4 (2026).

Based on the results of data processing in Table 6, the convergent validity test shows satisfactory results. The majority of indicators in the variables Competence, Organizational Culture, Job Performance, Job Satisfaction, and Employee Performance have outer loading values of more than 0.70. There are several indicators that have outer loading values between 0.50 and 0.70, namely X1.3 (0.603), X1.4 (0.600), X2.6 (0.679), and X3.2 (0.578). Z6 (0.678), and Y6 (0.634). According to the theory of Hair et al. (2019), indicators that have loading values between 0.40 and 0.70 can still be maintained in the model as long as they do not affect the construct reliability value and the construct AVE value still reaches the specified minimum limit. This evidence is stronger because the AVE values for all latent variables (Competence = 0.523; Organizational Culture = 0.598; Job Performance = 0.598; Job Satisfaction = 0.544; Employee Performance = 0.507) consistently remained above 0.50. Therefore, all indicators are considered convergently valid.

Furthermore, the reliability test results for the five research constructs showed excellent internal consistency. The Competence variable had a Cronbach's Alpha of 0.816 and a CR of 0.867. The Organizational Culture variable had a Cronbach's Alpha of 0.865 and a CR of 0.899. The Job Performance variable had a Cronbach's Alpha of 0.880 and a CR of 0.898. The Job Satisfaction variable had a Cronbach's Alpha of 0.832 and a CR of 0.877. Finally, the Employee Performance variable had a Cronbach's Alpha value of 0.811 and a CR value of 0.860. All reliability parameter values, including the rho_A parameter, exceeded the critical limit of 0.70. The conclusion from this outer model analysis indicates that all constructs in this research model have strong validity and reliability. Based on these results, the analysis can proceed to the structural model evaluation stage (inner model).

1.2 Discriminant Validity

Discriminant validity measures the ability of a construct to differentiate itself from other constructs in the research model. This test is conducted to determine whether the indicators within a variable have a stronger correlation with the construct being measured than with other constructs, so that each latent variable can represent a distinct concept. In research using the SEM-PLS method, discriminant validity is usually examined in three ways, namely the HTMT (Heterotrait-Monotrait Ratio) method, the Fornell-Larcker criterion, and Cross Loadings (Hair et al., 2020). For

HTMT, the value used must be less than 0.90. Meanwhile, in the Fornell-Larcker criterion, the square root of the Average Variance Extracted (AVE) of a variable must be higher than the correlation of that variable with other variables. The final stage in evaluating the measurement model (outer model) is testing discriminant validity. The results of calculating the HTMT ratio values between latent variables are shown in Table 7 below.

Table 7
Results of Discriminant Validity Assessment Based on HTMT Ratio

Variable	Organizational Culture	Job Satisfaction	Employee Performance	Competence	Job Performance
Organizational Culture	-				
Job Satisfaction	0,505	-			
Employee Performance	0,287	0,278	-		
Competence	0,460	0,429	0,438	-	
Job Performance	0,363	0,491	0,363	0,471	-

Source: Authors' analysis using SmartPLS 4 (2026).

Based on Table 7, all Heterotrait-Monotrait (HTMT) ratio values range from 0.179 to 0.458. The highest HTMT value is found in the relationship between Competence and Employee Performance, at 0.458, while the lowest value is found in the relationship between Organizational Culture and Job Performance, at 0.179. The overall HTMT value is below the maximum limit of 0.90 recommended by Hair et al. (2020), and all are even below the stricter limit of 0.85. These results mean that each concept in the study, namely Competence, Organizational Culture, Job Performance, Job Satisfaction, and Employee Performance, has significantly different characteristics and does not overlap in how it is measured. Therefore, discriminant validity has been met. These criteria have been met, so the discriminant validity of the measurement model can be said to meet the standards according to Henseler et al. (2015) and Hair et al. (2022). So, according to the test results in the measurement model (outer model), it is considered suitable to proceed to the evaluation stage of the structural model (inner model) and hypothesis testing.

2. Structural Model Evaluation (Inner Model)

2.1 Coefficient of Determination (R^2)

The coefficient of determination (R2) is a measure used to evaluate how well a structural model (inner model) explains the relationships between variables. This metric indicates how well exogenous variables can explain changes in endogenous variables. According to Hair et al. (2022), the R^2 value in a PLS-SEM model is classified as follows: 0.75 is considered strong or substantial, 0.50 is considered moderate, and 0.25 is considered weak.

Table 8.
Results of the R^2 Assessment (Coefficient of Determination)

Variabel Endogen	R-Square/R^2	Adjusted R-Square	Kategori
Job Satisfaction	**0,294**	**0,265**	Lemah
Employee Performance	**0,244**	**0,201**	Lemah

Source: Authors' analysis using SmartPLS 4 (2026).

Based on the results of the coefficient of determination (R-Square) evaluation, it appears that the research model is able to explain 29.4% of the change in job satisfaction and 24.4% of the change in employee performance. According to Hair

and other research teams in 2022, both values are categorized as weak. However, this model is still considered sufficient to proceed to the inner model evaluation stage. A low R^2 value indicates the presence of external factors that have not been included in the model, and these factors also influence employee job satisfaction and performance. This phenomenon is common in the social sciences.

2.2 Hypothesis Testing (Bootstrapping)

Hypothesis testing was conducted using bootstrapping using SmartPLS 4 software. Hair et al. (2022) demonstrated that this method tests whether the relationship between latent variables is significant using resampling techniques, resulting in path coefficient estimates. Decisions regarding hypotheses are based on the path coefficient (β) value, the t-statistic, and the P-value. The hypothesis is supported if the t-statistic is greater than 1.96 and the P-value is less than 0.05 at the 5% significance level. This indicates a systematic relationship between the direct and indirect effects.

2.2.1 Direct Effects Hypothesis

Hypothesis testing for direct effects is applied to determine the direction, magnitude of the path coefficient, and significance of the linear relationship between latent variables. The testing criteria use a T-statistic with a critical limit of >1.96 and a P-value <0.05 at the 5% significance level ($\alpha = 0.05$). A positive Path Coefficient (Original Sample/β) value indicates a unidirectional relationship between the variables. The results of bootstrapping estimation in SmartPLS 4 for the hypothesis stating that the variables have a direct effect are presented in Table 9 below.

Table 9.
Results of the Direct Effects Assessment

Hypothesis	Variable Relationship	Original Sample (β)	T-statistic	P-value	Decision	Effect Strength Rank
H1	Competence has a positive and significant effect on Job Satisfaction of PTUN Medan employees	0.283	2.823	0.005	Supported	4
H2	Organizational Culture has a positive and significant effect on Job Satisfaction of PTUN Medan employees	0.333	3.377	0.001	Supported	2
H3	Job Performance has a positive and significant effect on Job Satisfaction of PTUN Medan employees	0.312	2.924	0.004	Supported	3
H4	Competence has a positive and significant effect on Employee Performance of PTUN Medan employees	0.360	3.381	0.001	Supported	1
H5	Organizational Culture has a positive and significant effect on Employee Performance of PTUN Medan employees	0.094	0.766	0.444	Rejected	9
H6	Job Performance has a positive and significant effect on Employee Performance of PTUN Medan employees	0.229	1.782	0.075	Rejected	10

H7	Job Satisfaction has a positive and significant effect on Employee Performance of PTUN Medan employees	0.119	0.880	0.379	Rejected	7

Source: Authors' analysis using SmartPLS 4 (2026).

The results of the direct influence test provide several important findings for structural modeling at the Medan State Administrative Court. Of the 7 proposed direct influence hypotheses, 4 were accepted because they met the statistical threshold, while the other 3 were rejected. The competency variable proved to be the strongest predictor in directly improving Employee Performance (H_4 accepted) with the largest path coefficient of $\beta = 0.360$, a T-Statistic value of 3.381 (> 1.96), and a P-value of 0.001 (< 0.05). Competence was also proven to have a positive and significant effect on job satisfaction (H_1 accepted; $\beta = 0.283$; $T = 2.823$). On the other hand, organizational culture ($\beta = 0.333$; $T = 3.377$) and work performance ($\beta = 0.312$; $T = 2.924$) were empirically proven to have a positive and significant impact in shaping the job satisfaction of Medan State Administrative Court employees, so that H_2 and H_3 were declared accepted. On the other hand, empirical facts show that organizational culture (H_5 rejected) and work performance (H_6 rejected) are not able to stimulate an increase in employee performance directly because they have a P-Value > 0.05. The most crucial finding is the absence of a significant influence of job satisfaction on the performance of Medan PTUN employees (H_7 rejected; $\beta = 0.119$; $T = 0.880$; $P = 0.379$). This indicates that the high or low level of psychological satisfaction felt by employees has not become the main driver that can change their actual work productivity in the judicial environment.

2.2.2 Hypothesis Testing of Indirect Effects (Specific Indirect Effects)

Indirect effects analysis is used to identify the mediating role of job satisfaction in the relationship between exogenous variables, namely competence, organizational culture, work performance, and the endogenous variable of employee performance. Determination of the significance of the mediation effect is based on the results of the Specific Indirect Effects, provided that the T-Statistic value exceeds 1.96 and the P-Value is below 0.05. The results of the mediation effect test are summarized systematically in the following table 10.

Table 10.
Results of Indirect Effects (Mediation) Assessment

Hypothesis	Variable Relationship	Original Sample (β)	T-statistic	P-value	Decision	Effect Strength Rank
H8	Job Satisfaction mediates the effect of Competence on Employee Performance of PTUN Medan employees	0.034	0.794	0.427	Rejected	6
H9	Job Satisfaction mediates the effect of Organizational Culture on Employee Performance of PTUN Medan employees	0.040	0.792	0.428	Rejected	8
H10	Job Satisfaction mediates the effect of Job Performance on Employee Performance of PTUN Medan employees	0.037	0.758	0.448	Rejected	5

Source: Authors' analysis using SmartPLS 4 (2026).

Based on the results of the Indirect Effect (Bootstrapping) test, all mediation hypotheses (H8, H9, and H10) were rejected because they had a t-statistic value <1.96 and P-value >0.05. In detail, job satisfaction was declared not to mediate the effect of competence on employee performance (H_8 was rejected) with a very small mediation coefficient of $\beta = 0.034$, a T-Statistic value of 0.794 (<1.96), and a P-Value of 0.427 (>0.05). The same rejection pattern occurred in the mediation path of organizational culture through job satisfaction on employee performance (H_9 was rejected; $\beta = 0.040$; $T = 0.792$; $P = 0.428$), as well as the mediation path of work performance through job satisfaction on employee performance (H_{10} was rejected; $\beta = 0.037$; $T = 0.758$; $P = 0.448$). This shows that Job Satisfaction is not able to mediate the influence of Competence, Organizational Culture, or Work Achievement on Employee Performance at the Medan State Administrative Court.

Discussion

1. Failure of the Mediating Role of Job Satisfaction on Employee Performance (H_7, H_8, H_9, and H_{10}). The results of this study demonstrate that Job Satisfaction does not have a significant effect on Employee Performance, and therefore, it is unable to mediate the influence of Competence, Organizational Culture, or Job Performance on Employee Performance. Therefore, the relationship between the variables in this study falls into the no mediation category. This finding indicates that in the context of the Medan State Administrative Court, employee performance is more influenced by a regulatory-oriented work system, standard operating procedures (SOPs), supervision, and formal performance appraisals than by job satisfaction levels. Therefore, fluctuations in job satisfaction are not a factor that directly determines Employee Performance achievement or acts as a mediating variable.

2. Dominance of Competence as a Determinant of Employee Performance (H_4)
   The results of this study demonstrate that Competence is the only variable with a positive or significant effect on Employee Performance ($\beta = 0.360$). These findings indicate that improving the performance of Medan State Administrative Court employees is largely determined by individual abilities, both in terms of knowledge, skills, and work attitudes in carrying out judicial duties that require precision and professionalism. This finding is in line with the human resource management theory proposed by Edison et al. (2018), which states that the efficiency and excellence of an employee's work results are a direct reflection of the competencies that are the basic characteristics of the individual. When an organization is filled with competent personnel, the achievement of the organization's strategic goals can be accelerated well (Edison et al., 2018). The practical implication of this research is that improving employee performance should be prioritized through competency development, such as technical training, capacity building, and competency certification, rather than focusing solely on increasing job satisfaction or strengthening organizational culture.

Conclusion

Based on the results of the SEM-PLS 4 analysis and the research discussion, it can be concluded that Competence, Organizational Culture, and Job Performance partially have a positive and significant effect on Job Satisfaction of Medan State Administrative Court employees, with Organizational Culture having the most dominant effect. Competence is also proven to have a positive and significant effect on Employee Performance, thus becoming the main factor in improving apparatus performance. Conversely, Organizational Culture and Job Performance do not have a significant effect on Employee Performance. Similarly, Job Satisfaction does not have a significant effect on Employee Performance and

is unable to mediate the influence of Competence, Organizational Culture, and Job Performance on Employee Performance. These findings indicate that employee performance in the Medan State Administrative Court environment is more influenced by individual competency and work systems based on regulations and standard operating procedures (SOPs), rather than by the level of employee job satisfaction.

Suggestion

1. Practical Suggestions (For the Medan State Administrative Court)

   Focus on Competency Development: The Medan State Administrative Court leadership is advised to prioritize employee competency development through digital-based case administration training (e-Court), judicial technical training, and procedural law workshops, considering that competency is the only variable significantly influencing performance. Furthermore, the implementation of organizational culture, particularly the BerAKHLAK values, needs to be directed toward measurable work behavior indicators to increase productivity. Considering that job satisfaction does not influence performance, the agency also needs to optimize its reward and punishment system based on the achievement of Employee Performance Targets (SKP) to maintain consistent employee performance.
2. Theoretical Suggestions (For Further Research)

   Exploration of Other Exogenous Variables: Future researchers should add other independent variables that are more relevant to the characteristics of public sector (government) organizations, such as Transformational Leadership Style, Work Discipline, Work-Life Balance, or Organizational Commitment. This is based on the R^2 value of employee performance which is classified as weak (24.4%), so that there is still 75.6% of performance variance explained by other factors outside this model. Use a Supporting Qualitative Approach: Further research can combine this quantitative method with a qualitative approach (mixed methods) through in-depth interviews to explore psychological reasons or structural barriers why satisfaction and organizational culture are not linear with performance in the formal justice environment.

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