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The Role of Job Satisfaction as a Mediation on Manager Performance: Influenced by Competence and Intelligence

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Abstract

Every company certainly wants to achieve maximum performance. The level of performance in the company is a very important benchmark or persona. And the phenomenon that occurs in frozen food companies is a decrease in Manager level performance in carrying out their functions and duties due to changes in behavior, work environment, competencies of Managers in accordance with educational backgrounds and years of service that support their competencies.''"This study aims to analyze the influence of Competence and Intelligence on Manager Performance whether there is a need for Job Satisfaction as a mediation, and this study uses quantitative methods with SmartPLS 3.0 analysis, the population of managers is 60 respondents, and the results of the study show that (1) Competence does not have influence on manager performance; (2) Intelligence has no influence on performance; (3) Competence has no effect on Job Satisfaction; (4) Intelligence has an influence on Job Satisfaction; (5) Job Satisfaction has an influence on performance; (6) Competence can have a direct effect on the performance of managers even without going through job satisfaction, the competencies that have been given by the company are maintained and their human resource development programs are improved, while (7) Intelligence can have a direct effect on the performance of managers but must go through job satisfaction, it is necessary to have trust in managers so that they feel satisfied that their work is appreciated.

Keywords
spiritual intelligence; management commitment; work motivation; manager performance

I. Introduction

To get the performance of employees in an organization, can not be separated from the selection of qualified employees. In choosing qualified employees, it can be seen from the attitudes and behavior of these employees. Where a person's attitude and behavior is influenced by the level of intelligence, one of which is intellectual intelligence or intelligence. (Princess, 2016); (Ramli et al., 2020); (Kaplan et al., 2020), explains that Intellectual Intelligence (IQ) can encourage a person to be able to solve problems at work, including new problems. Ability to work abstractly, using ideas, symbols, logical relationships, and theoretical concepts. The ability to recognize and learn and use these abstractions."

"Problem What happened to the company was a decrease in Manager level performance in carrying out their functions and duties due to changes in behavior, work environment, competencies of Managers in accordance with educational backgrounds and years of service that supported their competencies. The decline in the manager's performance can be identified by a decrease in key achievement performance indicators

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(KPIs) over the past few years. The percentage decrease in achievement can be seen in Table 1 as follows":

Table 1. Achievement of Manager's Key Performance Indicator (KPI)

Year	Percentage (%)
2018	96
2019	90
2020	80
2021	75

Source: Personal Data

"The decrease in the achievement of KPIs from year to year in table 1.1 explains that the performance of managers has not been maximized in achieving company goals. KPI achievement standards at PT. Manage Mina Laut is determined at 95%, the basis of the assessment performance managers use the balance method scorecard. The decline in the achievement of these KPIs every year shows a tendency to decrease the work contribution of managers from year to year, or in other words, the performance of managers has decreased every year. (Dwiyanti, et al., 2019); (Syahputra et al., 2020), explained that competence simultaneously affects employee performance by paying attention to the implementation of compatibility training activities between the selection of trainers and employee needs and corrections are made if things go wrong. wantedby the company itself."

And the decrease in KPI is also suspected of being dissatisfied by managers with the facilities provided in order to increase their competence and intelligence, even though the fulfillment of these facilities has been carried out by the company so that work facilities are suspected of being the trigger for manager dissatisfaction at work. in table 1.2:

Table 2. Resign Managers for 2019-2021

Year	Number of Managers	Manager out	Percentage (%)
2019	78	4	5.13
2020	74	4	5.41
2021	70	10	14.29

Source: Personal Data

"From table 1.2 Resign Managers, it can be seen that there was a significant increase in the number of managers leaving from 2019 to 2021 with a percentage of 5.13% to 14.29%. The increase in managers leaving the company resulted in lower managers. And research from Fahira and Yasin (2021), explains that high job satisfaction has a positive attitude towards work. Job satisfaction shows that there is a match between one's expectations that arise with the rewards provided by the job."

II. Review of Literature

2.1 Competence Against Manager Performance

"(Syahputra et al., 2020) Competence is one of several factors that determine performance improvement, so the company must pay attention to the problem of employee competence in the organization/company. Competence is a basic character possessed by a person or employee that can distinguish him from others, (Nugraheni, Wijoyo and Satatoe,

2020) If someone has the ability but without the will to work, the employee's performance is far from what the company expects and (Ratnasari et al., 2019) conveying Performance is defined as a reference to the level of success in achieving work standards. Indicators of achieving performance include success at work (Ratnasari, 2019).”

"The relationship of competence to performance is shown in his research (Prayogi, et al., 2019) proving that competence affects employee performance is also supported by (Angelica, et al., 2020) explaining that intellectual intelligence, emotional intelligence, and spiritual intelligence are significant variables in influencing employee performance, while different results are shown (Akimas et al., 2016) that intellectual intelligence and emotional intelligence have no significant effect on employee performance. While spiritual intelligence has a significant effect on employee performance.”

H1: Influence Competence Against Manager Performance

2.2 Intelligence Against Manager Performance

"(Sitepu, et al., 2020) Intelligence usually refers to the ability or mental capacity to think, but there is no satisfactory definition of intelligence and (Priadi, 2018) says that intellectual intelligence is not the main factor that determines one's success. There are some exceptions to the idea that IQ predicts success, i.e., many (or more) exceptions from cases that fit that thinking. High as high, IQ accounts for about 20 percent of the factors that determine success in life, then 80 percent is accounted for by other forces.”

(Sinambela, 2021) ;(Shahzadi et al., 2014)"Performance is the result of work that can be achieved by a person or group of people in an organization, in accordance with their respective authorities and responsibilities, in an effort to achieve the goals of the organization concerned legally, not violating the law and in accordance with morals and ethics.”

The relationship between intelligence and performance can be seen in his research (Wahyuni et al., 2020); (Mandala and Dihan, 2018) Intelligence Quotient (IQ) affects service quality and employee performance.

H2: InfluenceIntelligence Against Manager Performance

2.3 Competence Against Job Satisfaction

(Lasmaya, 2018); (Hermawan et al., 2020)"Competence determines the process aspects of job performance. Competence comes from the word competence which means capable.”

"And(Hartati, et al., 2020) also said that competence also shows the characteristics of knowledge and skills possessed or needed by each individual that enable them to perform their duties and responsibilities effectively and raise professional quality standards in their work, while(Putri, et al., 2015); (Zhao, Hwang and Lim, 2020) Job satisfaction is a pleasant or unpleasant emotional state in which employees view their work. Job satisfaction reflects a person's feelings towards his job.”

"The relationship between competence and job satisfaction can be seen in his research (Asmalah and Sudarso, 2019); (Mudayana et al., 2016); competence has an effect on performance and is supported by research (Rosmaini et al., 2019) competence has a positive and insignificant effect on employee performance.”

H3: The Effect of Competence on Job Satisfaction

2.4 Intelligence on Job Satisfaction

(Anasrallah, 2016)"Intellectual Intelligence is able to work to measure speed, measure new things, store and recall objective information and play an active role in

calculating numbers and others. And job satisfaction is a form of employee assessment of other jobs with both positive and negative ratings. Job satisfaction is related to the employee's view of his work in a pleasant or unpleasant emotional form (Shofiah, et al., 2017).”

"The relationship (Anjarini, 2018) said that spiritual intelligence has an effect on job satisfaction and is also supported by (Sukirno, et al., 2021) Intellectual intelligence has a significant influence on job satisfaction.”

H4: The Effect of Intelligence on Job Satisfaction

2.5 Job Satisfaction on Performance

(Princess et al., 2022); (Wulantika et al., 2017)"job satisfaction is also an emotional attitude that is pleasant and loves his job, this attitude is reflected by work morale, discipline and work performance and (Dafit et al., 2021); (Pramundi et al., 2021) Employee performance (work performance) is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. (Noer, 2016); (Pratama et al., 2015) The more employees feel empowered, the level of job satisfaction will increase, and vice versa if employees feel less empowered, their job satisfaction will decrease.”

"The relationship between satisfaction and performance can be seen in his research (Prasyanto, 2017). Satisfaction has a positive effect on performance, supported by (Saputra et al., 2016) that job satisfaction has an effect on performance.”

H5: Influence Job Satisfaction on Performance

2.6 Competence on Performance Through Job Satisfaction Mediation

"(Callista, 2016); (Paluta, 2018) provides a definition that competence is the knowledge, skills, and abilities possessed/achieved by a person, which is part of him, so that he can perform certain cognitive, affective, and psychomotor behaviors. (Rusydayana et al., 2020) Job satisfaction in general concerning a person's attitude about his job. Because it involves attitudes, the notion of job satisfaction includes various things such as the conditions and tendencies of a person's behavior.”

"The Relationship of Competence to Performance Through Job Satisfaction Mediation Addressed In his research (Syahputra et al., 2020) explained that competence simultaneously affects employee performance by paying attention to the implementation of compatibility training activities between the selection of trainers and employee needs and corrections are made if things go wrong. Wanted by the company itself, supported by (Rohmah, 2020) competence has a partially significant effect on employee performance through job satisfaction.”

H6: Influence Competence on Performance Through Job Satisfaction Mediation

2.7 Intelligence on Performance Through Job Satisfaction Mediation

"(Wahyuni et al., 2020); (Mukaroh et al., 2021) is one way that is often used to express the high and low levels of intelligence is translating intelligence test results into numbers that can be an indication of the position of a person's level of intelligence when compared relative to a norm. Normative numbers from intelligence test results are expressed in the form of a ratio (quotient) and are called Intelligence Quotient (IQ). (Ekhsan, et al., 2020) Employee performance is the result of work achieved by someone in carrying out task tasks (Yusuf Wil et al., 2020) Job satisfaction is the level of pleasure that a person feels for his role or work in the organization.”

"The Relationship of Intelligence to Performance Through Job Satisfaction Mediation, seen in his research (Sukirno, et al., 2021); (Rahmawati, 2022) research shows that intellectual intelligence has a positive and significant effect on job satisfaction and performance."
H7: The Effect of Intelligence on Performance Through Job Satisfaction Mediation

2.8 Conceptual Framework

Based on theoretical and relationship variable then skeleton conceptual could depicted as follows :

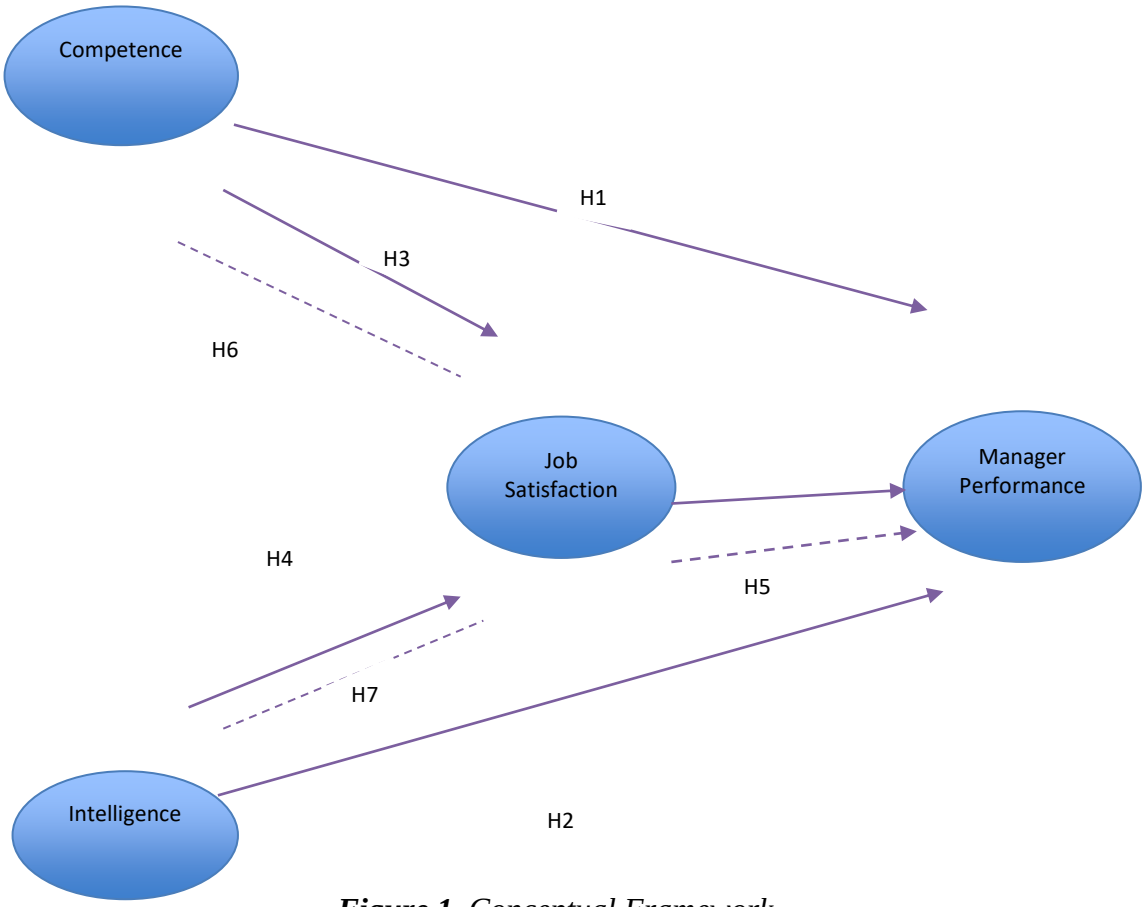

Figure 1. *Conceptual Framework*

III. Research Method

3.1 Research design

"This study uses quantitative methods, namely research data in the form of numbers and performs data analysis using statistical procedures, the aim is to examine the relationship between the variables to be studied, as stated (Sugiyono, 2016)."

3.2 Population and Sample

"The population is a generalization area consisting of objects/subjects that have certain qualities and characteristics determined by researchers to be studied and then drawn conclusions (Sugiyono, 2016). The respondents used in this study were managers, with a sample of 60 respondents.

3.3 Data analysis

"Descriptive analysis is a statistical analysis used to analyze data by describe or describing the data that has been collected (Sugiyono, 2016) and hypothesis testing in the following research using SmartPLS 3 Software."

IV. Result and Discussion

4.1 Partial Least Square (PLS) Model Schematic

In this study usinganalysisprogramSmartPLS3.0 to test the hypothesis, as shown in Figure 2:

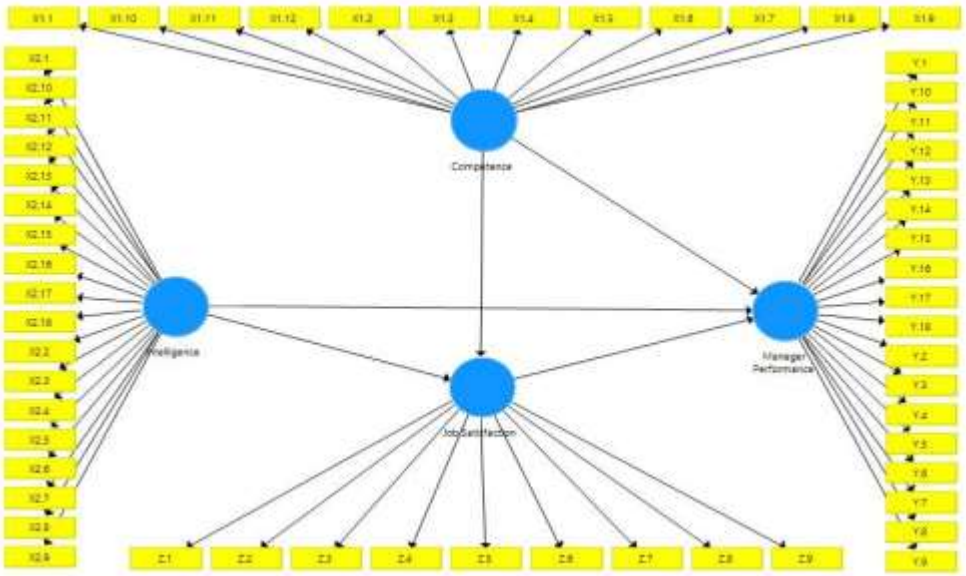

Figure 2. *Smart Partial Least Square (PLS) Model Schematic*

4.2 EvaluationMeasurement (Outer) Model

Based on the results of the PLS analysis with the PLS Argorithm for validity and reliability tests, the coefficient of model determination and the path coefficient for the equation model, below is the image generated based on the output of the PLS Argorithm Smart PLS, it can be observed in Figure 3 below :

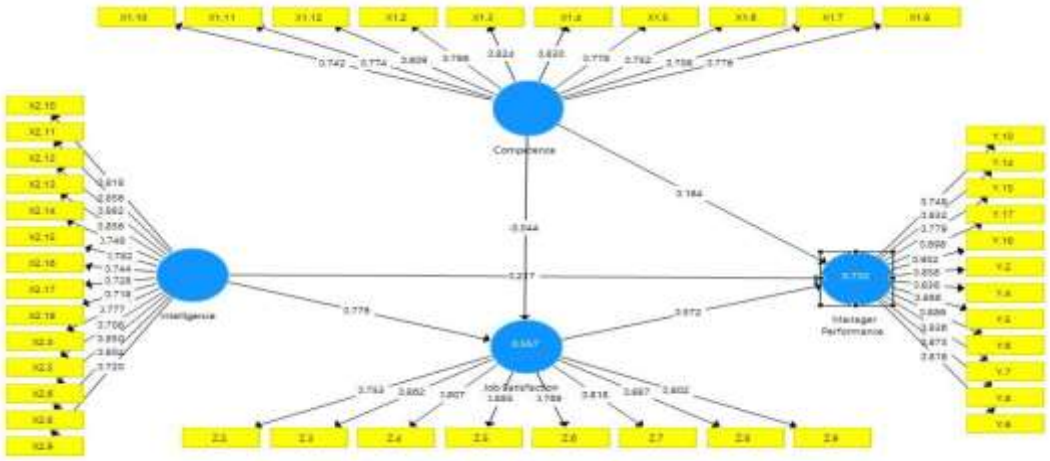

Figure 3. *Evaluation of Measurement (Outer) Model*

4.3 Convergent Validity

Convergent validity based on the measurement model using reflective indicators can be observed based on the correlation between item scores or indicators using construct scores. Individual reflective measure is stated as high if it has a correlation of more than 0.70 using the construct to be measured. (Latan and Ghozali, 2016) below is the outer loading value of each indicator in the research variable :

Table 1. Outer Loading Convergent Validity

Indicator	Competence	Intelligence	Job satisfaction	Performance
X1.2	0.786			
X1.3	0.824			
X1.4	0.830			
X1.5	0.778			
X1.6	0.752			
X1.7	0.708			
X1.8	0.776			
X1.10	0.742			
X1.11	0.774			
X1.12	0.809			
X2.3		0.777		
X2.5		0.708		
X2.6		0.850		
X2.8		0.804		
X2.9		0.720		
X2.10		0.818		
X2.11		0.856		
X2.12		0.882		
X2.13		0.856		
X2.14		0.748		
X2.15		0.782		
X2.16		0.744		
X2.17		0.728		
X2.18		0.718		
Y.2				0.858
Y.4				0.838
Y.5				0.866
Y.6				0.886
Y.7				0.817
Y.8				0.836
Y.9				0.818
Y.10				0.749
Y.14				0.832
Y.15				0.779
Y.17				0.898
Y.18				0.902
Z.2			0.753	

Z.3			0.862	
Z.4			0.807	
Z.5			0.885	
Z.6			0.769	
Z.7			0.818	
Z.8			0.887	
Z.9			0.802	

Based on the data in table 1, each indicator of the research variable has a value of outer loading > 0.7 (Latan and Ghozali, 2016) the value of outer loading provides fulfillment of convergent validity requirements.

4.4 Discriminant Validity

Discriminant validity is the value of the cross-loading factor which has the benefit of knowing whether the construct has sufficient discriminant, namely by comparing the loading value in the intended construct, more comparisons should be made with other values. Use Standard The value for each construct should be more than 0.7, below is the cross-loading value of each indicator :

Table 2. Cross Loadings Discriminant Validity

Indicator	Competence	Intelligence	Job satisfaction	Performance
X1.2	0.786	0.463	0.310	0.481
X1.3	0.824	0.505	0.453	0.528
X1.4	0.830	0.667	0.479	0.523
X1.5	0.778	0.560	0.442	0.441
X1.6	0.752	0.627	0.401	0.461
X1.7	0.708	0.522	0.302	0.404
X1.8	0.776	0.574	0.345	0.439
X1.10	0.742	0.421	0.267	0.433
X1.11	0.774	0.420	0.393	0.414
X1.12	0.809	0.668	0.455	0.548
X2.3	0.523	0.777	0.670	0.726
X2.5	0.517	0.708	0.531	0.606
X2.6	0.547	0.850	0.690	0.707
X2.8	0.746	0.804	0.746	0.718
X2.9	0.578	0.720	0.691	0.655
X2.10	0.545	0.818	0.543	0.516
X2.11	0.533	0.856	0.549	0.527
X2.12	0.568	0.882	0.607	0.592
X2.13	0.562	0.856	0.560	0.592
X2.14	0.543	0.748	0.418	0.422
X2.15	0.590	0.782	0.435	0.430
X2.16	0.630	0.744	0.542	0.576
X2.17	0.499	0.728	0.507	0.524
X2.18	0.619	0.718	0.521	0.571
Y.2	0.559	0.674	0.686	0.858

Y.4	0.502	0.647	0.673	0.838
Y.5	0.508	0.588	0.620	0.866
Y.6	0.508	0.659	0.742	0.886
Y.7	0.495	0.564	0.592	0.817
Y.8	0.545	0.659	0.742	0.836
Y.9	0.489	0.628	0.642	0.818
Y.10	0.574	0.647	0.656	0.749
Y.14	0.519	0.677	0.762	0.832
Y.15	0.362	0.639	0.709	0.779
Y.17	0.527	0.613	0.649	0.898
Y.18	0.533	0.684	0.771	0.902
Z.2	0.425	0.639	0.753	0.590
Z.3	0.532	0.681	0.862	0.752
Z.4	0.422	0.610	0.807	0.633
Z.5	0.387	0.602	0.885	0.678
Z.6	0.287	0.520	0.769	0.627
Z.7	0.414	0.635	0.818	0.667
Z.8	0.486	0.638	0.887	0.712
Z.9	0.333	0.579	0.802	0.710

Based on the presentation of the data in table 4.2 above, it can be seen that each indicator in the research variable has the greatest cross loading value for the variables formed, a comparison is made with the cross-loading values for other variables.

In addition to observing the cross-loading value, discriminant validity can also be determined using another method, namely by observing the average variant extracted (AVE) value (Fornell and Larcker, 1981) and (Latan and Ghozali, 2016) explaining other tests to provide an assessment of validity of the construct through observing the AVE value.

Table 3. Average Variant Extracted (AVE) Value

Variable	Average Variant Extracted (AVE)
Competence	0.606
Intelligence	0.620
Job satisfaction	0.679
Performance	0.715

Source: Smart PLS Report Data Processing Results

Based on the presentation of the data in table 3, it can be seen that each research variable has an Average Variant Extracted (AVE) value greater than 0.5 and it can be said that each variable already has good discriminant validity.

4.5 Composite Reliability

Composite Reliability Is a part that is used to test the reliability value of several indicators to a variable. A variable can be said to provide fulfillment of composite reliability if it has a composite reliability value > 0.6. The table below is the composite reliability value based on each variable used in the following research:

Table 4. Composite Reliability

Variable	*Composite Reliability*
Competence	0.939
Intelligence	0.958
Job satisfaction	0.944
Performance	0.968

Source: Smart PLS Report Data Processing Results

Based on the presentation of data in table 4, the composite reliability value is above 0.70, it can be concluded that all variables have a high level of reliability (Latan and Ghozali, 2016).

4.6 Cronbach Alpha

Test reliability using composite *reliability* This can be supported by using the Cronbach alpha value. A variable can be said to be reliable or provide fulfillment to Cronbach's alpha has a Cronbach alpha value > 0.7. The table below is the cronbach alpha value of each variable:

Table 5. Cronbach's Alpha

Variable	*Cronbach's Alpha*
Competence	0.928
Intelligence	0.952
Job satisfaction	0.932
Performance	0.964

Source: Smart PLS Report Data Processing Results

Based on the presentation of the data in table 5, the value of cronbach *alpha*>0.70, that all variables have a high level of reliability (Latan and Ghozali, 2016)

4.7 Structural Model Test or Inner Model

In the following research, an explanation of the results of path coefficient testing, goodness of fit testing and hypothesis testing can be given.

a. Path Coefficient Test

Evaluation path coefficient used to show how much the strength of the effect or influence of the independent variable dependent variable. Meanwhile, coefficient determination (R-Square) is used to measure how much the number of endogenous variables is influenced by other variables (Marcoulides, Chin and Saunders, 2009)

And the result of R2 if score > 0.83 indicates that the effect of the exogenous variable (which has an influence) on the endogenous variable (which is given the effect) is in the good category. Meanwhile, if it produces a number of 0.33 - 0.83 so it is classified in the medium category, and if it produces a number of 0.19 - 0.33 it is classified in the weak category.

Table 6. Path Coefficient

Construct	*Path Coefficient*	Information
Competence →Performance	0.164	Weak
Intelligence →Performance	0.217	Weak
Competence →Job Satisfaction	-0.004	Weak
Intelligence →Job Satisfaction	0.733	Well
Job Satisfaction → Performance	0.572	Currently

Source: Smart PLS Report Data Processing Results

Based on the description of these results, it shows that the greater the path coefficient value on one exogenous variable to the endogenous variable, the stronger the influence between exogenous variables on the endogenous variable.

c. Model Goodness Test (Goodness of Fit)

Based on data processing that has been done using the program smartPLS3.0, the R-Square value is obtained as follows

Table 7. R-Square. Value

Variable	*R-Square*
Performance	0.732
Job satisfaction	0.557

Source: Smart PLS Report Data Processing Results

Based on the table above, it can be seen that the R-square value for the performance variable is 0.732. It is stated that the percentage for manager performance is 73.2%. The value of the motivation variable is 0.557 indicating the motivation is 55.7%.
The results of the calculation of the value of Q-Square are :
Q-Square = 1-[(1-R21)x(1-R22)]
= 1-[(1-0.732)x(1-0.557)
= 1-(0,268x0,443)
= 1-0,119
= 0.881

Based on the results of the above calculation, the Q-Square value is 0.881, meaning that it shows a large diversity of research data that can be influenced by the research model, which is 88.1%. Meanwhile, the remaining 11.9% were explained by other factors outside the research model. Therefore, the following research can be said to have had a good and positive goodness of fit. The value of R Square of Performance (Y) is 0.732 > from the value of R Square of job satisfaction (Z) 0.557, it is stated that this model can be accepted.

d. Live Effect Test

The next test is to observe the significance of the effect between variables by observing the parameter coefficient values and the statistical significance value of T using the bootstrapping method (Latan and Ghozali, 2016).

The table below is the results of hypothesis testing obtained in the following research using the inner model :

Table 8. T-Statistics and P-Values

No	Variable	*Original Sample*	*T-Statistic*	*P Values*
1	Competence →Performance	0.164	1,576	0.116
2	Intelligence →Performance	0.217	1,300	0.194
3	Competence →Job Satisfaction	-0.044	0.279	0.781
4	Intelligence → Job Satisfaction	0.766	5,716	0.000
5	Job Satisfaction →Performance	0.572	4.021	0.000

Source: Smart PLS Report Data Processing Results

In table 8 shows the 5 hypotheses proposed as follows:

1. Competence Against Manager Performance
   Based on the table above, it can be seen that for testing the competency variable on performance, the t-statistic value is 1.576 and the -value is smaller than (0.116 > 0.05), then H0 is accepted, so it is stated that competence has no significant effect on performance.
2. Intelligence Against Performance
   Based on the table above, it can be seen that for testing the intelligence variable on performance, the t-statistic value is 1.300 and the -value is greater than (0.194 > 0.05), then H0 is accepted, so it is stated that intelligence has an influence but is not significant on performance.
3. Competence Against Job Satisfaction
   Based on the table above, it can be seen that for testing the competency variable on job satisfaction, the t-statistic value is 0.279 and the -value is smaller than (0.781 > 0.05), then H0 is accepted and thus exists so that it is stated that competence has an effect but is not significant on Job satisfaction.
4. Intelligence on Job Satisfaction
   Based on the table above, it can be seen that for testing the intelligence variable on job satisfaction, the t statistic value is 5.716 and the -value is smaller than (0.000 < 0.05), then H0 is rejected, so it is stated that intelligence has a significant influence on job satisfaction.
5. Job Satisfaction on Performance
   Based on the table above, it can be seen that for testing the job satisfaction variable on performance, the t-statistic value is 4.021 and the -value is smaller than (0.000 <0.05), then H0 is rejected, so it is stated that job satisfaction has a significant effect on performance.

e. Indirect Effect Test

Testing the Indirect Effect Hypothesis according to (Hair Jr et al., 2021) the test of the effect of the mediator variable was carried out after bootstrapping to first see the significance of the effect.

Based on these results, the indirect effect hypothesis will be tested :

Table 9. T-Statistics and P-Values

No	Variable	*Original Sample*	*T-Statistic*	*P Values*
1	Competence→ Job Satisfaction →Performance	-0.025	0.271	0.787
2	Intelligence→ Job Satisfaction →Performance	0.444	2,706	0.007

Source: Smart PLS Report Data Processing Results

Based on the results of the indirect test calculation, it is known that:

1. The total influence of competence on performance through motivation obtained a T statistic of 0.271 and P-values of 0.787 > 0.05 so it has an effect but is not significant.
2. The total influence of intelligence on performance through job satisfaction obtained a T statistic of 2.706 and P-values of 0.007 <0.05 so it has a significant effect.

4.8 Result Interpretation

a. Competence Against Manager Performance

Based on the table above, it can be seen that for testing the competency variable on performance, the t-statistical value is 1.576 and the -value is smaller than (0.116 > 0.05), then H0 is accepted and thus exists so that it is stated competence has no significant effect on performance.

The company has tried to improve the competence of its managers. More in-depth training has been carried out to develop the competence of its managers in order to achieve effective work individually and in groups and to improve interpersonal relationships within the organization, as well as to adapt to the entire work environment.

The results of this study do not agree with research (Prayogi, et al., 2019) proving that competence affects employee performance is also supported by (Angelica, et al., 2020) explaining that intellectual intelligence, emotional intelligence, and spiritual intelligence are significant variables in influencing employee performance, while different results are shown (Akimas et al., 2016) that intellectual intelligence and emotional intelligence have no significant effect on employee performance. While spiritual intelligence has a significant effect on employee performance.

b. Intelligence Against Performance

Based on the table above, it can be seen that for testing the intelligence variable on performance, the t-statistic value is 1.300 and the -value is greater than (0.194 > 0.05), then H0 is accepted, so it is stated that intelligence has an influence but is not significant on performance.

Every employee who will be promoted to a manager position will be subjected to a psychological test. This is one way to find out the level of intelligence of the prospective manager.

The results of this study are also supported by his research (Wahyuni et al., 2020); (Mandala and Dihan, 2018) Intelligence Quotient (IQ) affects service quality and employee performance.

c. Competence Against Job Satisfaction

Based on the table above, it can be seen that for testing the competency variable on job satisfaction, the t-statistic value is 0.279 and the -value is smaller than (0.781 > 0.05), then H0 is accepted and thus exists so that it is stated that competence has an effect but is not significant on Job satisfaction.

So far, Management has always tried to fulfill the basic needs of its employees, especially employees with managerial positions which are key positions. The hope is that when managers feel satisfied in their work, they tend to care more about the quality of their work and are more committed to the organization and have higher retention rates and are more productive.

The results of this study are also supported by his research (Asmalah and Sudarso, 2019); (Mudayana et al., 2016); competence has an effect on performance and is supported

by research (Rosmaini et al., 2019) competence has a positive and insignificant effect on employee performance.

d. Intelligence on Job Satisfaction

Based on the table above, it can be seen that for testing the intelligence variable on job satisfaction, the t statistic value is 5.716 and the -value is smaller than (0.000 < 0.05), then H0 is rejected, so it is stated that intelligence has a significant influence on job satisfaction.The willingness to cooperate among employees creates conditions for internal communication between departments to run more effectively and is maintained so that the communication process makes each department quickly adapt to achieve its goals for the common good. Managers with high intelligence are more proficient in understanding company policies, so that in carrying out their functions and duties they can be more accepting of the conditions and facilities that have been provided by the company to minimize managers' dissatisfaction.

The results of this study are also supported by his research (Prasyanto, 2017) Satisfaction has a positive effect on performance, supported by (Saputra et al., 2016) that job satisfaction affects performance

e. Job Satisfaction on Performance

Based on the table above, it can be seen that for testing the job satisfaction variable on performance, the t-statistic value is 4.021 and the -value is smaller than (0.000 <0.05), then H0 is rejected, so it is stated that job satisfaction has a significant effect on performance.

Employees always hope and strive for career growth that can take them to a higher level. Therefore, career advancement in the form of promotions carried out by the company is expected to increase job satisfaction, because these employees understand that they will get opportunities for improvement in their careers.

The results of this study supported by his research (Prasyanto, 2017) Satisfaction has a positive effect on performance, supported by (Saputra et al., 2016) that job satisfaction affects performance

f. Competence on Performance Through Job Satisfaction Mediation

The total influence of competence on performance through motivation obtained a T statistic of 0.271 and P-values of 0.787 > 0.05 so it has an effect but is not significant.

When compared to the original sample value between H1 and H6, namely Competence on performance is 0.164 which is greater than Competence on performance through job satisfaction which is worth 0.025, then this shows that Competence can affect performance directly even without going through the mediation of job satisfaction.

g. Intelligence on Performance Through Job Satisfaction Mediation

The total influence of intelligence on performance through job satisfaction obtained a T statistic of 2.706 and P-values of 0.007 <0.05 so it has a significant effect.

When compared to the original sample value between H2 and H7, intelligence on performance is 0.217 less than intelligence on performance through job satisfaction, which is worth0.444, then it shows that intelligence can affect performance directly but must go through the mediation of job satisfaction.

V. Conclusion

From the results of testing and discussion, it is concluded that the competencies in the frozen food company there needs to be attention and improvement towards employees, and employee intelligence also needs to be improved by paying attention to the trust given to employees so that they can feel satisfied, so that directly employee performance can increase."

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