



Job Satisfaction Mediates the Effects of Competence and Work Overload on Sustainable Assessor Performance

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ABSTRACT

Purpose – This study examines the influence of competence and work overload on the performance of sustainability assessors and analyses the mediating role of job satisfaction at PT SKP Tenaga Listrik. This study supports the achievement of Sustainable Development Goals (SDGs) 4, 7 and 8 through sustainable human resource management.

Methodology/approach – This study employed a quantitative causal design, involving all 88 assessors through saturation sampling. Data were collected using a questionnaire and analysed using Partial Least Squares Structural Equation Modelling (PLS-SEM).

Findings – Competence and job satisfaction have a positive and significant effect on assessors' sustainable performance. Conversely, excessive workload has a negative and significant effect on assessors' sustainable performance and job satisfaction. Job satisfaction also mediates the effects of competence and excessive workload on assessors' sustainable performance. These findings suggest that assessors' performance can be sustainably improved through competence development, a proportionate distribution of workload, and increased job satisfaction.

Novelty/value – This study develops an integrated model of assessors' sustainable performance in the electrical sector's competence certification sector, positing job satisfaction as a mediating mechanism linking competence and excessive workload to performance. The study's findings provide a practical basis for the formulation of policies on competence development, workload management and the improvement of assessors' wellbeing.

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INTRODUCTION

Sustainability has become a key component of the strategies of service organisations, including competence certification bodies, to maintain service quality, credibility and stakeholder trust. In the electricity sector, competence certification serves as a quality control mechanism for technical personnel to ensure that work is carried out in accordance with professional standards and the provisions of Law No. 30 of 2009 on Electricity. The growing demand for certified technical personnel is also linked to the transformation of the energy industry, the transition to green energy, and the achievement of the Sustainable Development Goals (SDGs), particularly Goal 4 on quality education, Goal 7 on affordable and clean energy, and Goal 8 on decent work and economic growth. These conditions require certification bodies to implement human resource management practices capable of maintaining operational efficiency, workforce welfare, and organisational sustainability. PT Sertifikasi Kompetensi Pembangkitan (SKP) Tenaga Listrik is a certification body for the competence of electrical engineering personnel, accredited by the Directorate General of Electricity of

the Ministry of Energy and Mineral Resources. In conducting competency assessments, the company relies on assessors to evaluate the suitability and competence of technical staff at power generation units. Assessor performance is a critical factor as it determines the quality, timeliness, objectivity and credibility of the certification process. However, the company's data indicates that the timeliness of assessment report completion between 2020 and 2024 has not yet reached the 100 per cent target. The achievement rates were 98 per cent in 2020, 94 per cent in 2021, 90 per cent in 2022, 92 per cent in 2023, and 94 per cent in 2024. These delays have the potential to hinder the next certification cycle, reduce service efficiency, and affect customer satisfaction and the organisation's credibility.

These issues are influenced, amongst other things, by differences in assessors' abilities to understand competency standards, use digital systems, manage their time, and complete assessment reports. Some assessors are not yet accustomed to using the Electrical Engineering Personnel Competency Certification Information System (SI-SKTTK), whilst assessors with greater experience and digital literacy are able to complete assessments more quickly and to a higher standard. In addition to competence, fluctuations in the number of certification schedules, the complexity of competency units, assignment locations, report deadlines, and administrative tasks can lead to excessive workloads. The results of a pre-survey of 30 assessors showed that 70 per cent of respondents understood the Competency Standards for Electrical Engineering Technicians in the units being assessed, whilst 30 per cent did not yet understand them fully. A total of 27% of respondents also considered the workload they received to be disproportionate, whilst 33% stated they were dissatisfied with the assignment system and the distribution of assessments. These initial findings indicate a correlation between competence, excessive workload, job satisfaction, and the sustained performance of assessors.

Previous research on the relationship between these variables has yielded inconsistent results. Rejeki & Widigdo, (2021) found that competence had a positive and significant effect on performance, whilst Nazarudin Latif & Ruliana, (2024) stated that competence had no significant effect. Regarding the workload variable, (Perdian & Iqbal, 2025) and Utomo et al., (2024) found a significant effect on performance, whilst (Suila & Indiani, 2025) found a negative but non-significant effect. Differences in findings were also observed regarding the role of job satisfaction as a mediating variable. Nazarudin Latif & Ruliana, (2024) found that job satisfaction mediates the effect of competence on performance, whilst (Wayan et al., 2025) obtained the opposite result. Niati et al., (2024) demonstrated that job satisfaction mediates the effect of workload on performance, but (Aklia & Widian Sari, 2024) stated that this mediating role was not substantiated.

Based on organisational phenomena, the results of the pre-survey, and these research gaps, this study aims to analyse the influence of competence and excessive workload on the performance of sustainable assessors, with job satisfaction as a mediating variable at PT SKP Tenaga Listrik. This study is expected to expand the body of research on sustainability-based human resource management, particularly within the electrical engineering competence certification sector. Furthermore, the research findings can serve as a basis for the company in designing competence development programmes, ensuring a more proportionate distribution of workload, enhancing job satisfaction, and establishing a sustainable performance management system for assessors.

LITERATURE REVIEW

The Relationship between Competence and the Performance of Sustainable Assessors

Competence reflects an individual's knowledge, skills and abilities in carrying out their work effectively in accordance with established standards. Competency development is a vital part of human resource management as it supports the enhancement of employees' capabilities and the achievement of organisational objectives (Widigdo et al., 2026). Assessors with high levels of competency are able to conduct assessments objectively, compile reports accurately, and adapt to digital-based work systems, thereby maintaining the quality of their performance. (Huu, 2023) (Mustaqim et al., 2023) and (Jahah et al., 2023) found that competence has a positive influence on staff productivity and performance. (Rika Rohim et al., 2025) also demonstrated that enhancing competence through training and development can improve employee performance.

H1: Competence has a positive effect on the performance of sustainability assessors.

The Relationship between Workload Overload and the Performance of Sustainability Assessors

Workload overload occurs when job demands exceed an employee's capacity, time and available resources. This situation can lead to fatigue, work-related stress, reduced attention to detail and hinder the completion of tasks, thereby having a negative impact on performance. Riduan et al., (2024) state that a high workload can reduce employee performance. These findings are supported by Jalali et al., (2023), Wulandari et al., (2022) and Dyana et al., (2025), who demonstrate the negative impact of workload on performance.

H2: Excessive workload has a negative impact on the performance of sustainability assessors.

The Relationship between Competence and Job Satisfaction

Competence can boost employees' confidence in completing their work, reduce difficulties in carrying out tasks, and create a more positive work experience. Employees who feel capable of meeting the demands of their job tend to have higher levels of job satisfaction. Mustaqim et al., (2023) and Gerrit M. Pentury & Paul Usmany, (2023) found that competence has a positive and significant effect on job satisfaction. Similar results were also found by Jahah et al., (2023), Rika Rohim et al. (2025), and (Tarqiyah et al., 2025)

H3: Competence has a positive effect on job satisfaction.

The Relationship between Excessive Workload and Job Satisfaction

Excessive workload can reduce job satisfaction as employees must cope with job demands, time pressure, and responsibilities that exceed their capacity. A disproportionate workload can also lead to fatigue and a perception of unfairness in the task allocation system. Lastuti, (2022) found that workload has a significant negative effect on job satisfaction. These findings are supported by Wulandari et al., (2022), Ikhlas et al., (2022), Utomo et al., (2024), and (Nazarudin Latif & Ruliana, 2024).

H4: Excessive workload has a negative effect on job satisfaction.

The Relationship between Job Satisfaction and the Performance of Sustainability Assessors

Job satisfaction reflects employees' positive perceptions of their work, the reward system, the working environment and organisational support. Employees who feel satisfied tend to demonstrate higher levels of motivation, commitment and willingness to maintain the quality of their work. Memon et al., (2023) explain that job satisfaction can enhance employee performance. The findings of Utomo et al., (2024), Wulandari et al., (2022) and Safitri et al., (2022) also indicate that the higher the job satisfaction, the better the performance.

H5: Job satisfaction has a positive effect on the performance of sustainability assessors.

The Mediating Role of Job Satisfaction in the Relationship between Competence and the Performance of Sustainability Assessors

Competence not only improves performance directly but can also enhance performance through job satisfaction. Assessors who possess adequate knowledge and skills will find it easier to complete tasks, feel more confident, and gain positive work experiences. These conditions enhance job satisfaction, which in turn drives sustained performance improvement. Mustaqim et al., (2023), (Gerrit M. Pentury & Paul Usmany, 2023) and Tarqiyah et al. (2025) demonstrate that job satisfaction can act as a mediating mechanism in the relationship between competence and performance.

H6: Job satisfaction mediates the positive influence of competence on the performance of sustainable assessors.

The Mediating Role of Job Satisfaction in the Relationship between Excessive Workload and Assessors' Sustainable Performance

Excessive workload can reduce performance through a decline in job satisfaction. Excessive job demands lead to stress and fatigue, causing employees to feel less satisfied with their work. This decline in satisfaction can subsequently reduce accuracy, productivity, and consistency in performance. Safitri et al. (2022) demonstrated that stress resulting from workload can reduce satisfaction and performance, whilst (Perdian & Iqbal, 2025) emphasised that job satisfaction plays a crucial role in explaining the relationship between workload and employee performance.

H7: Job satisfaction mediates the negative effect of excessive workload on the performance of sustainability assessors.

Based on the development of this hypothesis, the conceptual framework of the research is structured as follows:

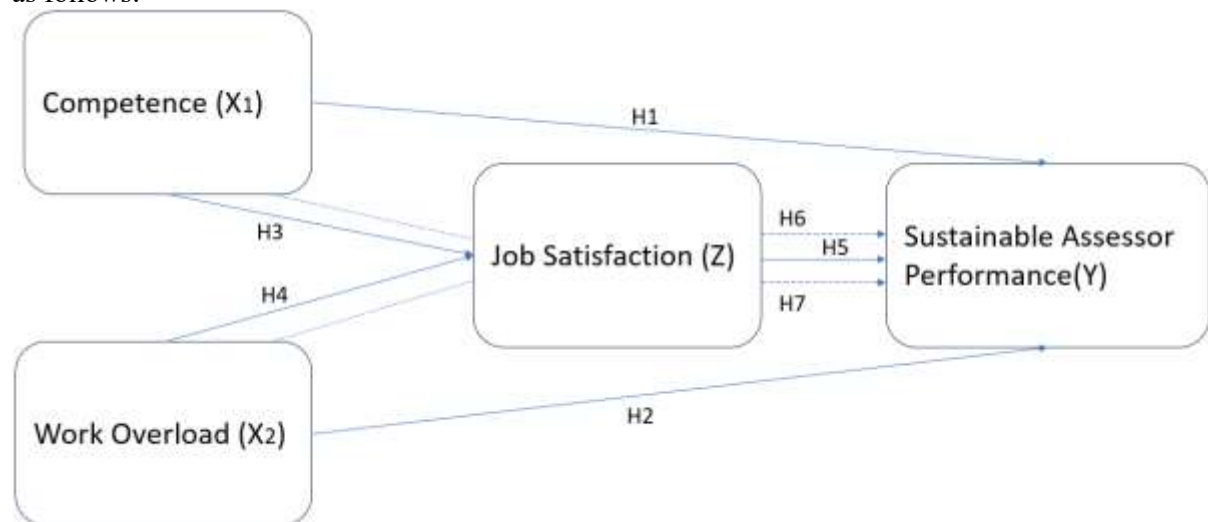


Figure 1 Conceptual Framework

METHOD

This study employs a quantitative approach with a causal design to examine the influence of competence and work overload on the performance of sustainability assessors, both directly and via job satisfaction as a mediating variable. Sampling was carried out using a saturation sampling technique, involving the entire population of 88 assessors at PT SKP Tenaga Listrik. The data used in this study consists of primary data obtained from the respondents. The method used for data collection involved distributing questionnaires to respondents to complete. The questionnaire was closed-ended and contained statements relating to the respondents' perceptions. A Likert scale was used to measure respondents' perceptions regarding the variables or indicators under investigation. A five-point response scale was used to measure respondents' perceptions of each statement, ranging from 'strongly disagree' (score 1) to 'strongly agree' (score 5). The variables measured in this study are Competence (X1) and Excessive Workload (X2) as independent variables, Sustainable Assessor Performance (Y) as the dependent variable, and Job Satisfaction (Z) as the mediating variable. In this study, the operationalisation of the variables is presented in Table 1 below:

Table 1. Operationalisation of variables

No	Variable	Indicator	Indicator Code	Scale
1	Competence – K (X1)	Discipline in carrying out tasks and responsibilities	K1	Ordinal
		Consistency in acting in accordance with rules and work standards	K2	Ordinal
		A drive to achieve optimal results	K3	Ordinal
		A desire to improve performance	K4	Ordinal
		A professional attitude in carrying out job duties	K5	Ordinal
		Good conduct in carrying out duties	K6	Ordinal

		An understanding of work standards and procedures	K7	Ordinal
		Technical understanding relevant to the area of responsibility	K8	Ordinal
		Accuracy in carrying out technical tasks	K9	Ordinal
		Ability to work both independently and as part of a team	K10	Ordinal
2	Work Overload – BK (X2)	Understanding of duties and responsibilities	KBK1	Ordinal
		Workload in accordance with SOPs	KBK2	Ordinal
		Time required to complete tasks	KBK3	Ordinal
		Interpersonal relationships in the workplace	KBK4	Ordinal
		Achievement of work targets	KBK5	Ordinal
3	Job Satisfaction – KK (Z)	Competitive salary	KK1	Ordinal
		Punctuality of payments	KK2	Ordinal
		Knowledge development	KK3	Ordinal
		Responsibility	KK4	Ordinal
		Opportunities for growth	KK5	Ordinal
		Expanding one's skills	KK6	Ordinal
		Cooperative colleagues	KK7	Ordinal
		Good communication	KK8	Ordinal
		Managers provide clear work instructions	KK9	Ordinal
		Managers provide feedback on performance	KK10	Ordinal
4	Sustainable Assessor Performance - KKB (Y)	Taking the initiative on an ongoing basis	KAB1	Ordinal
		Accepting and learning from feedback	KAB2	Ordinal
		Working collaboratively with others	KAB3	Ordinal
		Communicating effectively	KAB4	Ordinal
		Demonstrating resilience (coping with stress, challenging situations and difficulties)	KAB5	Ordinal
		Finding creative solutions to new problems	KAB6	Ordinal
		Keeping professional knowledge up to date on an ongoing basis	KAB7	Ordinal

The analytical method employed Partial Least Squares Structural Equation Modelling (PLS-SEM) using the SmartPLS 4.1.1.4 software. The general steps involved in conducting a PLS-SEM analysis include designing the measurement model (outer model), conducting validity and reliability tests, designing the structural model (inner model), and testing the hypotheses.

RESULT AND DISCUSSION

Characteristics of Respondents

Table 2. Characteristics of Respondents

Category	Variable	Frequency	Percent
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Gender	Male	87	99%
	Female	1	1%
Age	>60 years	55	63%
	41-50 years	3	3%
	51-60 years	30	34%
Position	Junior Competence Assessor	58	66%
	Intermediate Competence Assessor	29	33%
	Lead Competence Assessor	1	1%
Length of Service	1 – 5 years	20	23%
	5 – 10 years	68	77%
Highest Level of Education	Diploma	5	6%
	S1	48	55%
	S2	32	36%
	S3	3	3%

Source: Processed primary data (2026)

The majority of respondents were male, totalling 87 people (99 %). By age, the largest group of respondents was in the over-60 age group, totalling 55 people (63 %). By position, the majority of respondents were Junior Competence Assessors, totalling 58 people (66%). In terms of length of service, the majority of respondents had been in their roles for 5–10 years, totalling 68 people (77 %). In terms of highest level of education, the majority of respondents held a Bachelor's degree, totalling 48 people (55 %).

Data Analysis Techniques

This section outlines the stages of data analysis used to test the research hypotheses. The data were analysed using SEM-PLS via the SmartPLS 4.1.1.4 software, involving two stages of analysis: measurement model evaluation (outer model) and structural model evaluation (inner model).

Measurement Model Evaluation (Outer Model)

This test was carried out to ensure that each indicator used to measure a latent variable (construct) consistently reflects the construct in question. (Ghozali, 2021) explains that indicators meeting the validity criteria have factor loadings greater than 0.70, whilst the recommended AVE value is greater than 0.50, meaning that at least 50 per cent of the variance in these indicators can be explained by the construct being measured. In this study, the results of data analysis using the Smart PLS programme showed the following factor loadings and AVE values:

Based on Table 3, these factor loading and AVE values can be presented in tabular form as follows:

Table 3. Final Loading Factor Value & AVE Results

Variable	Indicator Code	Loading Factor	Information	AVE
Competence (X1)	K1	0.764	Valid	0.540
	K10	0.718	Valid	
	K2	0.755	Valid	
	K3	0.743	Valid	
	K4	0.731	Valid	
	K5	0.731	Valid	
	K6	0.716	Valid	
	K7	0.730	Valid	
	K8	0.742	Valid	
	K9	0.718	Valid	
Work Overload	KBK1	0.752	Valid	0.557

(X2)	KBK2	0.719	Valid	
	KBK3	0.764	Valid	
	KBK4	0.726	Valid	
	KBK5	0.767	Valid	
Job Satisfaction (Z)	KK1	0.746	Valid	0.532
	KK10	0.786	Valid	
	KK2	0.710	Valid	
	KK3	0.724	Valid	
	KK4	0.714	Valid	
	KK5	0.725	Valid	
	KK6	0.720	Valid	
	KK7	0.738	Valid	
	KK8	0.715	Valid	
	KK9	0.713	Valid	
Sustainable Assessor Performance (Y)	KAB1	0.799	Valid	0.596
	KAB2	0.735	Valid	
	KAB3	0.758	Valid	
	KAB4	0.776	Valid	
	KAB5	0.745	Valid	
	KAB6	0.767	Valid	
	KAB7	0.821	Valid	

Source: Processed primary data (2026)

Furthermore, discriminant validity can also be tested using the square root of the Average Variance Extracted (AVE), whereby the value for each construct must be higher than the correlations between the other constructs, as explained by Fornell and Larcker in Table 4 below.

Table 4. Fornell dan Larcker

Variable	Work Overload (X2)	Job Satisfaction (Z)	Sustainable Assessor Performance (Y)	Competence (X1)
Work Overload (X2)	0.746			
Job Satisfaction (Z)	-0.455	0.729		
Sustainable Assessor Performance (Y)	-0.536	0.718	0.772	
Competence (X1)	-0.310	0.605	0.644	0.735

Table 4 shows that the root mean square error of estimation (RMSEE) values for each construct are higher than their correlation coefficients with other constructs. It can therefore be concluded that the constructs in this research model still satisfy the criteria for discriminant validity well.

The reliability test measures composite reliability and Cronbach's alpha. A construct is considered reliable if the composite reliability value is at least 0.70 and the Cronbach's alpha value is at least 0.60 (Ghozali, 2015). The results of the calculations are presented below.

Table 5. Cronbach's Alpha and Composite Reliability

Variable	Cronbach's alpha	Composite reliability	Results
Work Overload (X2)	0.802	0.863	Reliabel
Job Satisfaction (Z)	0.902	0.919	Reliabel
Sustainable Assessor Performance (Y)	0.887	0.912	Reliabel
Competence (X1)	0.906	0.922	Reliabel

Source: Processed primary data (2026)

Table 5 shows It can be seen that the Cronbach's alpha and composite reliability values are relevant for further analysis, as they are above 0.7. This means that all variables are reliable, i.e. they are effective in measuring the variables down to their indicators.

Evaluation of the structural model (Inner Model)

The structural model is used to test the relationships between constructs or latent variables, taking into account the estimated parameter coefficients and their levels of significance. In the R^2 test, there are three categories of values, namely 0.67 (strong), 0.33 (moderate) and 0.19 (weak) (Ghozali, 2015). The R^2 values for this study are presented in Table 6.

Table 6. Uji R^2

Variable	R-square	R-square adjusted
Job Satisfaction (Z)	0.446	0.432
Sustainable Assessor Performance (Y)	0.635	0.621

Source: Processed primary data (2026)

Table 6 shows the R-squared value for Job Satisfaction (Z) of 0.446 indicates that 44.6 per cent of the variability in Job Satisfaction can be explained by Competence and Excessive Workload, whilst 55.4 per cent is influenced by other factors outside the model. The adjusted R-squared value of 0.432 indicates that the model remains stable after adjusting for the number of independent variables and falls within the moderate category. Meanwhile, the R-squared value for Sustainable Assessor Performance (Y) is 0.635, meaning that 63.5 per cent of its variability can be explained by Competence, Excessive Workload and Job Satisfaction, whilst 36.5 per cent is influenced by other factors outside the model. The adjusted R-squared value of 0.621 indicates the model's stability and falls within the 'strong' category.

The f^2 test is used to assess the magnitude of the effect of an exogenous latent variable on an endogenous variable and to determine whether that effect is substantial. An f^2 value above 0.02 indicates a small effect, above 0.15 indicates a moderate effect, and above 0.35 indicates a large effect.

Table 7. Uji f^2

tVariable	f-square	Impact
Work Overload (X2) -> Job Satisfaction (Z)	0.143	Moderate
Work Overload (X2) -> Sustainable Assessor Performance (Y)	0.135	Moderate
Job Satisfaction (Z) -> Sustainable Assessor Performance (Y)	0.258	Moderate
Competence (X1) -> Job Satisfaction (Z)	0.429	Strong
Competence (X1) -> Sustainable Assessor Performance (Y)	0.175	Moderate

Source: Processed primary data (2026)

Table 7 shows the results of the effect size test (F^2) indicate that excessive workload has a weak effect on job satisfaction ($F^2 = 0.143$) and the performance of sustainability assessors ($F^2 = 0.135$). Job satisfaction has a moderate effect on assessors' sustained performance ($F^2 = 0.258$). Meanwhile, competence has a strong effect on job satisfaction ($F^2 = 0.429$) and a moderate effect on assessors'

sustained performance ($F^2 = 0.175$). Thus, competence is the variable that makes the greatest contribution, particularly in enhancing assessors' job satisfaction.

The Q^2 test is used to determine the predictive relevance of the model developed.

Table 8. Uji Q^2

	SSO	SSE	$Q^2 (=1-SSE/SSO)$
Job Satisfaction (Z)	880.000	680.792	0.226
Sustainable Assessor Performance (Y)	616.000	389.854	0.367

Source: Processed primary data (2026)

Based on Table 8, the Q^2 value for Job Satisfaction of 0.226 indicates moderate predictive relevance, whilst the Q^2 value for Sustainable Assessor Performance of 0.367 falls into the high category. Thus, the research model demonstrates good predictive ability for both endogenous variables.

The significance of the structural paths was tested using a t-test. For a one-tailed hypothesis at a 5 per cent significance level, the critical value from the t-table is 1.67. The significance values were calculated using the bootstrap method.

Table 9. Table Path Coefficients, T-Statistic and P-Value

Relationships between Constructs	Original sample	T statistics	P values	Impact
Direct Relationship				
Competence (X1) -> Sustainable Assessor Performance (Y)	0.318	2.931	0.002	Significant
Work Overload (X2) -> Sustainable Assessor Performance (Y)	-0.250	2.582	0.005	Significant
Competence (X1) -> Job Satisfaction (Z)	0.513	4.581	0.000	Significant
Work Overload (X2) -> Job Satisfaction (Z)	-0.296	2.742	0.003	Significant
Job Satisfaction (Z) -> Sustainable Assessor Performance (Y)	0.412	3.364	0.000	Significant
Indirect Relationships				
Work Overload (X2) -> Job Satisfaction (Z) -> Sustainable Assessor Performance (Y)	-0.122	1.969	0.024	Significant
Competence (X1) -> Job Satisfaction (Z) -> Sustainable Assessor Performance (Y)	0.212	2.495	0.006	Significant

Source: Processed primary data (2026)

In addition to producing numerical data, the bootstrapping process also generates path outputs, as shown in Figure 2.

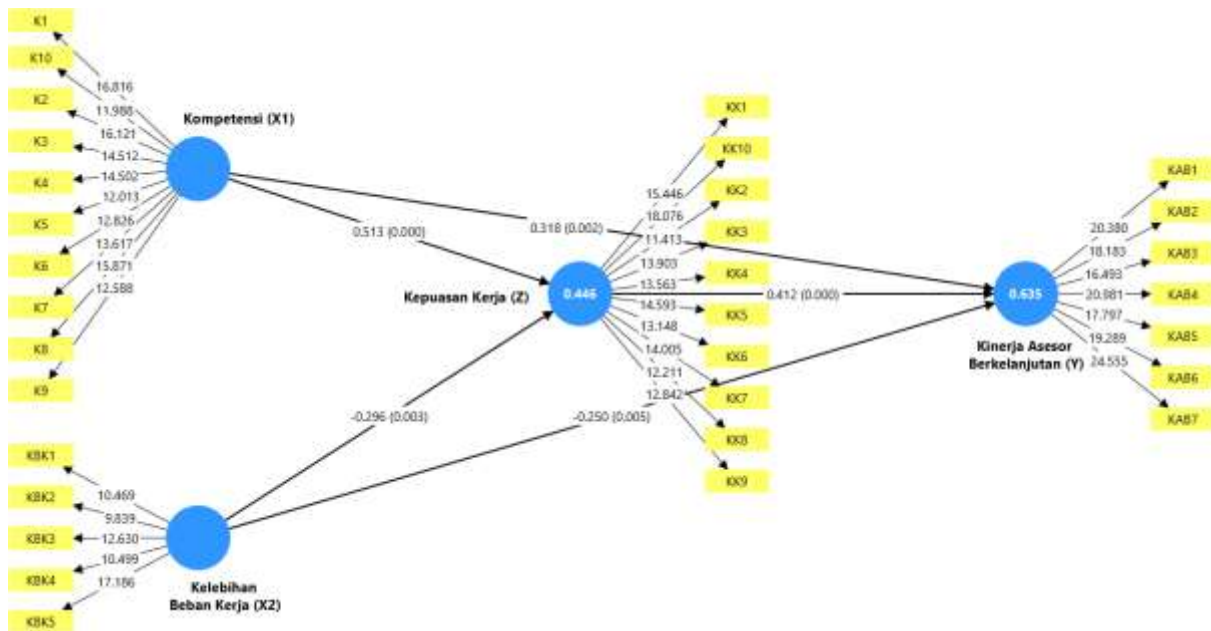


Figure 2. Bootstrapping Results

DISCUSSION

H1 is accepted. Competence has a positive and significant effect on assessors' sustained performance. This means that the higher an assessor's knowledge, skills, discipline and ability to apply procedures, the better their performance consistently is. The most dominant indicator of competence is discipline in completing tasks and fulfilling responsibilities. This finding indicates that adherence to procedures is a crucial foundation for maintaining the objectivity, accuracy and accountability of assessments. These research findings are consistent with those of (Anggraini et al., 2025), (Nazarudin Latif & Ruliana, 2024), (Huu, 2023) and (Jahah et al., 2023) who demonstrated that competence has a positive effect on performance.

H2 is accepted. Excessive workload has a significant negative effect on assessors' sustained performance. The higher the job demands placed on assessors, the lower their ability to maintain the accuracy, consistency, and quality of assessment results. The most dominant indicator is the difficulty in meeting work targets within the available time. Target pressure can lead to fatigue, reduce focus, and limit the time available for verifying assessment results. These findings support the research by (I. P. E. S. P. Putra et al., 2025), (Suila & Indiani, 2025), (Herianto & Widigdo, 2022), and Silaban et al., (2022), which shows that excessive workload can reduce performance.

H3 is accepted. Competence has a positive and significant effect on job satisfaction. Assessors who are able to complete tasks to standard tend to feel more confident, comfortable and satisfied with their work. Discipline in completing tasks and fulfilling responsibilities is a key indicator reflecting an assessor's competence. Mastery of procedures helps assessors minimise errors, meet targets and gain a more positive work experience. These findings are consistent with those of (Rika Rohim et al., 2025), Janah et al., (2023), Gerrit M. Pentury & Paul Usmany, (2023), and (Ramadhan et al., 2021), who found that competence can enhance job satisfaction.

H4 is accepted. Excessive workload has a significant negative effect on job satisfaction. Targets that are difficult to achieve within a limited timeframe are a major source of pressure for assessors. A disproportionate workload can lead to fatigue, discomfort and a perception of unfairness in the distribution of tasks. These conditions cause assessors to feel they have little control over their work, thereby reducing their job satisfaction. These findings are supported by (R. S. Putra et al., 2024), (Wulandari et al., 2022) and (Ikhlas et al., 2022) However, (Utomo et al., 2024) found that workload can enhance satisfaction provided it remains within the employee's capacity and is supported by a sound organisational system.

H5 is accepted. Job satisfaction has a positive and significant effect on assessors' sustained performance. Assessors who feel satisfied tend to be more motivated, responsible, and consistent in maintaining the quality of their work. The most dominant indicator of job satisfaction is the provision of feedback by supervisors regarding assessors' performance. Constructive feedback helps assessors identify their strengths and weaknesses and encourages the continuous updating of their knowledge. These findings are consistent with those of Rika Rohim et al. (2025), (Herianto & Widigdo, 2022), and (Albetris et al., 2024) who demonstrated that job satisfaction plays a crucial role in enhancing performance.

H6 is accepted. Job satisfaction mediates the effect of competence on assessors' sustained performance. High competence enables assessors to carry out procedures, complete tasks and meet established standards more effectively. These abilities foster self-confidence and job satisfaction, which in turn encourage assessors to maintain the quality of their performance. Consequently, improvements in competence will yield more optimal results when accompanied by adequate support, recognition and feedback. These findings support the research by (Tarqiyah et al., 2025), Herianto and Widigdo (2022), and (Gerrit M. Pentury & Paul Usmany, 2023).

H7 is accepted. Job satisfaction mediates the negative effect of excessive workload on assessors' sustained performance. Excessive workload, particularly targets that are difficult to complete within the available time, can reduce job satisfaction and consequently undermine assessors' performance. When the workload is not balanced with capacity, time and organisational support, assessors find it more difficult to maintain accuracy, update their knowledge and uphold the quality of their assessments. These findings are consistent with those of (Anggraini et al., 2025), (Ikhlas et al., 2022), and (Utomo et al., 2024). Therefore, a proportional distribution of tasks and an improvement in job satisfaction need to be implemented simultaneously to sustain assessors' performance over the long term.

CONCLUSION & SUGGESTIONS

Based on the results of the research analysis, it can be concluded that competence has a positive and significant effect on the performance of sustainability assessors, whilst excessive workload has a negative and significant effect on the performance of sustainability assessors. Good competence enhances assessors' technical, administrative and digital skills in carrying out the assessment process objectively, consistently and to a high standard. Conversely, an excessive workload can reduce the accuracy, effectiveness and quality of the assessment process.

Furthermore, competence has a positive and significant effect on job satisfaction, whilst an excessive workload has a negative and significant effect on job satisfaction. High levels of competence boost self-confidence and job mastery, whereas an unbalanced workload can increase work-related stress and reduce assessors' job satisfaction.

The research findings also indicate that job satisfaction has a positive and significant effect on assessors' sustained performance. Job satisfaction acts as a mediating variable, namely by strengthening the influence of competence on assessors' performance and mediating the negative influence of excessive workload on assessors' performance. Based on the research findings, PT SKP Tenaga Listrik needs to conduct a competency mapping of assessors every six months to identify gaps in technical ability, understanding of electrical standards, use of digital systems, preparation of assessment reports, and levels of discipline in completing tasks and responsibilities.

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