

# The Influence of Competence, Work Motivation, and Transformational Leadership on Job Satisfaction and Performance of Civil Servants in the Gowa Regency Government

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**Citation:** Alzahrani, S. M., & Guma, F. E. (2024). Improving Seasonal Influenza Forecasting Using Time Series Machine Learning Techniques. *Journal of Information Systems Engineering and Management*, 9(4), 30195. <https://doi.org/10.55267/iadt.07.15132>

## ARTICLE INFO

## ABSTRACT

Received: 18 Dec 2024

Revised: 10 Feb 2025

Accepted: 28 Feb 2025

This research was conducted with the aim of finding out and analyzing the influence of Competence, Work Motivation, and Transformational Leadership on Job Satisfaction and Performance of Civil Servants (PNS) in the Gowa Regency Government. The data analysis methods used in this study are descriptive analysis and SEM (structural Equation Modeling) analysis with the help of the AMOS program. The results of the study show that (1). Competence has a positive and significant effect on the job satisfaction of Civil Servants (PNS) in the Gowa Regency Government. (2). Work Motivation has a positive and significant effect on the job satisfaction of civil servants in the Gowa Regency Government. (3). Transformational Leadership has a positive and significant effect on the Performance of Civil Servants in the Gowa Regency Government. (4). Competence has a positive and insignificant effect on the performance of civil servants in the Gowa Regency Government. (5). Work motivation has a positive and significant effect on the performance of civil servants in the Gowa Regency Government. (6). Transformational Leadership has a positive and significant effect on the performance of Civil Servants in the Gowa Regency Government. (7). Job satisfaction has a positive and significant effect on the performance of civil servants in the Gowa Regency Government. (8). Competence has a positive and significant effect on the performance of Civil Servants in the Gowa Regency Government, through job satisfaction. (9). Work Motivation has a positive and significant effect on the performance of Civil Servants in the Gowa Regency Government through Job Satisfaction. (10). Transformational Leadership has a positive and significant effect on the performance of Civil Servants in the Gowa Regency Government, through job satisfaction.

**Keywords:** Competence; Work Motivation; Transformational Leadership; Job Satisfaction and Employee Performance.

## INTRODUCTION

Bureaucratic Reform basically aims to create a professional government bureaucracy with adaptive characteristics, integrity, high performance, clean and free from Corruption, Collusion, and Nepotism (KKN), able to serve the community, neutral, prosperous, dedicated, and uphold the basic values and code of ethics of the State apparatus. Artati Indra et.al, (2024). Civil Servants, hereinafter abbreviated as Civil Servants, based on Law of the Republic of Indonesia Number 5 of 2014 concerning Civil Servants, are Indonesian citizens who meet certain conditions, appointed as Civil Servants on a permanent basis by personnel coaching officials to occupy government positions. Civil Servants are part of Civil Servants, hereinafter abbreviated as Civil Servants. Based on data from the central BKN, the number of Civil Servants in Indonesia in 2021 is 4,081,824 people with details of 949,050 or 23% serving in central agencies and 3,132,774 or the remaining 77% serving in regional agencies. Furthermore, from the element

of position, statistical data shows that 11, % occupy structural positions, 51% certain functional positions, and 38% general functional positions. The Central Government feels the need to establish Civil Servants as a profession that has the obligation to manage, develop themselves and is obliged to account for their performance. Performance for civil servants is an important thing for the creation of good governance and as a form of their responsibility as public servants. The empirical condition in governance in Indonesia Based on the 2023 Ombudsmen RI data, 3,415 complaints were found related to public service performance as contained in table 1.

Table 1. Administrative Mall Practice in Public Service

Problem Description	Number of Complaints	Percentage (%)
Not Providing Services	1.362	41%
Protracted delays	967	28%
Procedural Deviations	651	19%
Not Appropriate	153	4%
Incompetent	104	3%
Abuse of Authority	75	2%
Request for Rewards of Money, Goods and Services	71	2%
Discrimination	10	0,3%
Miscellaneous	10	0,3%
Favors	10	0,3%
Conflict of Interest	2	0,1%

Data source: 2023 Indonesian Ombudsman Report

Table 2. Data on the Quality of Public Services of the Regency/City Government in South Sulawesi

Value Interval	Category	Opinion	Zoning	Number of Regencies
88.00–100	A	High Quality	Hujau	<b>4 Regencies and 1 City</b> (Makassar City, Pinrang Regency, Soppeng Regency and Gowa Regency)
54.00–77.99	C	Medium Quality	Yellow	<b>Bantaeng, Barru, Bone</b> , Bulukumba, Enrekang, Jeneponto, Selayar, East Luwu, North Luwu, Maros, Pangkep, Sidrap, Sinjai, Takalar, Tana Toraja, North Toraja, Wajo, as well as Palopo and Parepare Cities.
32.00–53.99	D	Low Quality	Red	Luwu Regency

Data Source: South Sulawesi Ombudsman 2023

The low quality of public services can provide an idea of how the low quality of human resources is a fundamental problem that can hinder the process of bureaucratic transformation in the government. In public diction, Good Governance is a demand for the government so that there are changes that lead to better quality of human resources by maintaining the consistency of the performance of government employees so that they remain at the forefront of local development. As elements of the government apparatus, employees as well as servants of the State and servants of the community have a very important role, namely as thinkers, planners, drivers of community participation in the development process, maintaining the unity and unity of the nation with full loyalty to Pancasila and the 1945 Constitution. Good governance will be realized if it is supported by officials who have a high professional attitude, so that organizational performance also increases. The performance of Civil Servants (PNS) is regulated in Government Regulation (PP) of the Republic of Indonesia Number 30 of 2019 concerning Performance Assessment where the performance of the employee in question is the work results achieved by each civil servant in the organization or unit in accordance with the employee performance goals (SKP) and work behavior so that the number of work results achieved is in accordance with the planned targets (Basalamah, M. S. A. (2023). In line with that, the context of government development in the future is to prepare professional Civil Servants (PNS), able to compete and anticipate the rapid development of the world in various aspects of life so as to be able to improve

the quality of service and high performance. Qualified and skilled employees can provide a competitive advantage for an organization or company. Human Resources (HR) is one of the most important assets of an organization that contributes to the success and growth of an organization (Simbolon et al., 2021). Human resources have a very dominant role in the organization, because human resources are the main driving force for the running of the organization (Nurrahmi et al., 2020). An organization has a competitive advantage if it has well-performing human resources. Employee Performance in the ASN Law and its elaboration has been regulated and it is stated that the Employee Performance Goals consist of several factors, including service orientation, communication, integrity, empathy, initiative, and discipline.

In the researcher's observation, it can be emphasized that SKP PNS, and Core Values (Ber AKHLAK) as Employer Branding for Civil Servants have complementary philosophical roots. The core values of civil servants with AKHLAK are basic values for civil servants which have been regulated in Article 3 and Article 4, Law No. 20 of 2023 concerning civil servants. BerAKHLAK is an acronym for Service-Oriented, Accountable, Competent, Harmonious, Loyal, Adaptive, and Collaborative. So, in this context, Performance contains two important components, namely competence and productivity. Competency means an individual or organization that has the ability to identify its level of performance. Meanwhile, productivity leads to the right activities to achieve maximum results. Employee performance or performance is directly proportional to results, where good employee performance has a good impact on the organization or company and vice versa poor employee performance will also have a bad impact on the company (Paparang et al., 2021).

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Table 3. Recapitulation of the Performance Overview of Civil Servants in Gowa Regency

Year	Service Orientation (%)	Integrity (%)	Commitment (%)	Discipline (%)	Collaborate (%)	Leadership (%)
2019	81,3	85,7	85,4	89,7	80,3	76,5
2020	77,4	84,9	84,3	74,5	74,2	71,4
2021	79,2	86,5	86,2	75,2	76,9	74,2
2022	81,7	87,0	86,9	79,0	84,2	74,8
2023	88,6	84,3	84,6	81,7	88,5	77,2
Average	81,64	85,68	85,48	80,02	80,82	74,82

Data Source: BKD Gowa Regency, 2024

Based on table 3, it can be explained that employee performance from 2019 to 2023 has fluctuated. This is because employee performance uses PP-30 of 2019 regarding civil servant performance reports. The decline in the performance of service orientation, discipline and cooperation, and leadership because in 2020-2021 during the pandemic so that with the restrictions on activities, it automatically also decreased. Employees who have poor performance are dominantly problematic with their job satisfaction levels. According to Suyatno, et.al (2020:59), job satisfaction is a combination of psychological, physiological, and environmental circumstances. Research often shows that while high job satisfaction can contribute to better performance, other factors such as individual competence, work environment, and support from employers are also very important. Maintaining a balance between employee satisfaction and performance requires constant attention to the various factors that affect these two aspects. The development of the concept of job satisfaction was also enriched by various motivational theories (Ritamariani et.al), both the Hierarchy of Needs theory by Maslow (1954), the Motivator-Hygiene theory by Herzberg (1966), followed by the Job Characteristics Model approach proposed by Hackman and Oldham (1975), and the dispositional approach by Judge and Larsen (2001). In order to realize the creation of a professional apparatus, it is done by increasing the knowledge and capabilities of human resources (Aminin & Rijanti, 2022). A person's performance in a field of work is largely determined by their level of competence, professionalism and commitment to the field they are engaged in (Umpusinga et al., 2020).

In Window Theory, Donald introduces that the self-development that is possessed can be observed or seen from four sides, namely knowledge, skills, expertise (expert) and attitude (Artiyany, 2019). According to Choiriyah (2021), it is explained in his research that competence is the ability to carry out or perform a job or task based on skills and knowledge and supported by the work attitude required by the job. Competence is related to a person's talents and abilities in a profession (work) that has an interpersonal (natural) nature. Meanwhile, professionalism is more institutional (innate), meaning that professionals exist when a person has the expertise to master and understand the field of profession in accordance with the vision and mission of their institution, Iskandar and Wijayanti, (2022). The competency phenomenon faced by Civil Servants (PNS), in several organizational units in Gowa Regency is the ability of human resources that are not in accordance with the qualifications and organizational goals, this is still a gap or gap. There are still civil servants, both civil servants and PPPK, who do not know Tupoksi, and understand the vision of the organization, and the expectations of the regional heads. This phenomenon then becomes a bad precedent for OPDs or work units in the regions in responding to developments and challenges faced. In addition to the lack of support from the top leaders in the region. The response of the Regional Leadership is only limited to ceremonies, and programs that are only partially unsustainable, so that the management of employee competencies has not been maximized. Research by Triyono, and Agustedi, (2022), states that competence has a positive and significant effect on job satisfaction and performance, Yunia Sari, et.al (2021), with the finding that competence has a significant effect on employee job satisfaction, but in other studies such as Hidayat, R. (2021), Arifin and Indrawan, (2022), Kawisana, et.al (2024), Rahmi et.al (2024) stated that competence does not have a significant effect on satisfaction and performance.

Management is related to a person's ability to carry out the functions of planning, organizing, directing, and controlling activities carried out by his subordinates to achieve organizational goals. While leadership emphasizes more on a person's ability to build communication, motivate and encourage their employees to improve their performance. Leadership has become one of the objects of endless debate that began in the last few decades and even until now as one of the components of the organization that determines the success and decline of an organization. This is because leadership is the most important component among other components in an organization besides structure, culture, managerial practices, vision, mission, goals and strategies, policies and procedures, and work climate.

Transformational leadership is part of a new leadership paradigm that pays more attention to the charismatic and affective elements of leadership. The popularity of transformational leadership may be due to the emphasis on intrinsic motivation and development for its followers to fit the needs of the organization, inspired and empowered to achieve success in times of uncertainty. A number of theories have developed after Burn introduced his concept of transformational leadership. Among them are Bass (1985), Bennis and Nanus (1985), Sashkin (1988), and Tichy and Devanna (1986). The most prominent of these experts' theories of transformational leadership, and the most frequently used, is Bass's theory of transformational and transactional leadership. Bass's theory differs from Burns in the sense that transactional and transformational leadership are seen not as being on opposite sides but as two different dimensions in which a leader can be transactional and transformational at the same time but at different levels. Also, in contrast to Burns, who argues that leaders should strive for transformational leadership alone, Bass argues that leaders can and should be transactional and transformational and that a combination of the two is the most successful type of leadership.

## **LITERATURE REVIEW**

### **Competence**

The basic concept of competence is a person's knowledge, expertise and professional identity. Based on the results of several previous researches, employee performance and employee satisfaction are determined by the competence of human resources. Jendela Johari's Theory as a Grand Theory Human Resource Competencies Human resource management can enhance its role in organizational effectiveness by managing key roles in value creation and strategic capabilities. A key role in capacity creation is human resources, which are provided through consistent human resource policies, programs, and practices. Effective human resource programs and practices that play a role. The main role in organizational effectiveness is the competence of human resources. Human resource competence is the concern of world researchers in the field of human resources because competent human

resources will support the success of the organization. Research on competency models is increasing and developing and aims to test the suitability of this model with organizations that adapt to change.

Based on Law Number 5 of 2014 concerning Civil Servants (PNS), competence is one of the qualifications in the management of civil servants based on the Merit System, in addition to performance that is measured fairly and reasonably without distinction between political background, race, skin color, religion, origin, gender, marital status, age, or disability condition. Competence is one of the main elements in the management of civil servants. In accordance with the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform Number 38 of 2017 concerning Position Competency Standards, there are 3 (three) competencies that must be possessed by civil servants, namely Technical Competence, Managerial Competence and Socio-Cultural Competence.

Technical Competence, which is competence measured from the level and specialization of education, functional technical training and technical work experience. Technical competence is a typical competency that is inherent not only in a unit or field, but also in reality is an articulation of the knowledge and ability that a person has to be able to carry out the work in his position effectively; Managerial Competence, which is a competency measured from the level of education, structural or management training, and leadership experience. In accordance with the definition, this competence leads to the competencies needed by civil servants in carrying out their managerial duties effectively; Socio-cultural competence, which is competence measured from work experience related to a pluralistic society in terms of religion, ethnicity, and culture so that it has national insight. This competency refers to the ability to adapt to a pluralistic work environment and is needed for each civil servant to understand the social and cultural differences inherent in each individual within the framework of the effectiveness of the organization's business processes.

### Work Motivation

Motivation is a staple that makes a person motivated to work. Motivation influences a series of human behaviors in achieving goals, with elements such as moving, directing, nurturing, and showing intensity. Theory mMotivation in the study refers to the classification of motivation theories which can be seen in the table below.

Table 4. Composition of Motivation theory

Theory	Theorist & Reference	Main Motivating Principle
<i>Hierarchy of needs</i>	Maslow (1943)	Hierarchy of needs: psychological, safety, social, ego, selfactualizing. Work effort leads to performance and rewards.
<i>Motivation hygiene theory</i>	(Herzberg et al., 1959)	Categorizes motivation into two factors: motivators and hygienes
<i>Expectancy</i>	Vroom (1964)	Work effort leads to performance and rewards.
<i>Equity and justice</i>	Adams (1963)	Employees strive for equity between themselves and others employees.
<i>Reinforcement Theory</i>	BF. Skinner	The theory of reinforcement (reinforcement theory) views that human behavior is determined by the consequences given by the environment.
<i>Cognitive evaluation</i>	Deci and Ryan (2985)	SDT focuses on the basic human nature of why behave
<i>(Pink's theory of motivation)</i>	Daniek Pink	Pink's <i>theory of motivation</i> explains three vital elements to intrinsically motivate employees: autonomy, mastery, and purpose

Source: *Developed from Marczak, Emily and Yawson, Robert, (2021).*

With motivation, a person can determine the goals they want to achieve from each of their actions. Motivation is very important in life; they are the main driver to solve problems or situations at hand. According to Mangkunegara



(2021), motivation is an ability that encourages workers to achieve the goals of an organization. Motivation arises because of the existence of internal needs that must be met by individuals. The motivation of an employee and another employee must be different from each other; there are several factors that affect a person's motivation. External Factors Namely factors that come from outside the individual such as promotion factors, awards, salary, working conditions, company policies, and jobs that contain responsibilities. Employees will be motivated if there is support from management and a conducive work environment which in turn has an impact on job satisfaction.

### **Transformational Leadership**

The important role of leadership in the context of the implementation of public services in Indonesia is becoming increasingly prominent in line with the problems faced in the effectiveness of public services. One of the main problems is the lack of effectiveness of public services caused by various factors, including the low quality of leadership in the public sector. Quality leadership at the executive and managerial levels is essential to create a conducive work environment, encourage innovation, and direct the organization's focus on the needs of society. Transformational leadership theory highlights the importance of leaders who are able to inspire, motivate, and guide their subordinates to achieve common goals (Saingo, 2023). This leadership style focuses on developing a shared vision, empowering individuals, and building support for positive change.

### **Components of Transformational Leadership**

Bass describes the components of transformational leadership as follows:

Idealized Influence (II). Transformational leaders behave in a way that allows them to be role models for their followers, admired, respected, and trusted. Leaders are endowed by followers who have extraordinary ability, persistence, and determination. Thus, there are two idealized aspects of influence: the behavior of the leader and the elements attributed to the leader by followers and other peers. The influence of the ideal factor attributed to followers is "The leader convinces others that the obstacle will be overcome". In addition, leaders are willing to take risks and are consistent, non-arbitrary, reliable to do the right thing, and demonstrate ethical and moral behavior. Inspirational Motivation (IM). Transformational leaders behave in a way that motivates and inspires those around them, to have team spirit, enthusiasm and optimism. Leaders articulate compelling visions and expectations of the future, and want followers to be engaged and committed to shared visions and goals. Intellectual Stimulation (IS). Transformational leaders seek to stimulate their followers to be innovative and creative, reframing problems and approaching them in new ways. There is no public criticism of individual members' mistakes. New ideas and creative problem solutions are requested from followers. Followers are encouraged to try new approaches, and their ideas are not criticized in public because they are different from the ideas of leaders. In other words, leaders make others see problems from different perspectives. Individualized Consideration (IC). Transformational leaders position themselves as coaches or mentors for the achievement and growth and development of their potential followers. Leaders provide new learning opportunities with a supportive climate. Leader behavior shows acceptance of individual differences by increasing interaction with followers personally and seeing individuals as whole individuals rather than just employees. Leaders delegate tasks as a means to develop the potential of their followers. The delegated tasks are monitored to see the development and level of effectiveness of the civil servants.

### **Job Satisfaction**

#### **Theoretical Concepts**

In Human Resource Management (HRDM), job satisfaction intersects with motivation, and comes from aspects of individual behavior, and organizational behavior both theoretically and contextually. Herzberg's two-factor theory of job satisfaction is one of the most popular behavioral theories in relation to Satisfaction. Herzberg's theory distinguishes between what makes people happy and what makes them unhappy. Recognition of achievements, the work itself, promotions, and others are some of the elements that increase satisfaction. Dissatisfaction can be influenced by various factors, including poor communication, supervision, salary, policies and procedures in the organization, and interpersonal relationships. Disgruntled employees often move to find happiness elsewhere (Mrak and Kvasić, 2021). Dikbaş, et.al (2023), stated in his research that a high level of job satisfaction in employees will affect their emotions and cognition such as in welfare relationships, living standards, and will also

affect the business activities of the place of work such as customer satisfaction, and performance. In Human resource management, various theories have been developed to determine what motivates people. These theories can mainly be categorized as content theory and process theory. On the one hand, content theory mostly focuses on intrinsic factors such as what humans do for their needs and also how human behavior is motivated in their work environment. Maslow's Hierarchy, Needs Theory, Herzberg's Two-Factor Theory, McClelland's Achievement Motivation Theory, and Alderfer's ERG Theory on employee motivation can be used as examples of content theory. Process theory, on the other hand, has to do mostly with external motivational factors that try to explain how motivation occurs, and how people are motivated by cognitive activity, as in the following mapping. Job satisfaction in an organization involves various efforts made by management to increase the effectiveness of the organization by making employee behavior effective and productive at work. Employee behavior is an important option that must be considered as an organizational resource in addition to the availability of infrastructure and technology. Employee dissatisfaction will create a situation that is not favorable to the organization or the individual concerned. Aggressive behavior or withdrawal behavior from his social environment can be the effect of employee job dissatisfaction. Job satisfaction is often associated with work productivity, but dissatisfaction is often associated with high levels of demands and complaints.

### Job Satisfaction Indicators

Based on the theoretical study proposed, for the sake of this research, the researcher will try to adopt the theory into several dimensions which will be measured as follows:

1. Employment Factors. Work factors consist of various elements that can affect the experience and satisfaction of each employee. Civil servants who work in one government agency are always connected to work environment factors, which consist of relationships or interactions, and leadership.
2. Need Factor. The motivation factor is the most important element for a civil servant in realizing job satisfaction. The factors that satisfy the needs available in the organization will be a source of job satisfaction for civil servants.
3. Expectation and purpose factors. The expectation factor refers to the expectations of civil servants about what they expect from their work. This expectation can include various aspects, which apart from what have been the basic rights of civil servants, such as the compensation factor is not included. These factors are such as position promotion, training, and the existence of creativity space for civil servants. These dimensions will be elaborated in a questionnaire, accommodating relevant theories.
4. Equity Factor. This indicator is related to factors that state that people will feel satisfied or dissatisfied depending on whether they feel that there is equity in the organization.
5. Potential Development. This indicator relates to the development of employees' potential giving them the opportunity to feel more competent in their work, which can increase a sense of pride and satisfaction with the work done. They feel that the organization cares about their career development.

### Employee Performance

Bure M R et.al (2024), Human resource management in the organization needs to be carried out professionally in order to realize a balance between employee needs and organizational demands and capabilities. This balance is the main key for the organization to develop productively. The use and development of human resources carried out professionally will have a positive impact, including the achievement of high employee performance and will ultimately have an influence on the increase in organizational productivity. The results of work or performance are the implementation of the plan that has been prepared. Performance implementation is carried out by human resources who have the ability, competence, motivation and interests. How an organization values and treats its human resources will affect its attitude and behavior in carrying out performance. The work of Civil Servants (PNS) or good and optimal employee performance is the goal that every public organization wants to achieve as mandated in Law Number 5 of 2014 concerning Civil Servants which demands the achievement of high performance from Civil Servants. A government agency will run well if all stakeholders carry out their functions and responsibilities. The system built in government institutions is regulated in such a way as to produce maximum performance quality

in accordance with the expectations of the community. Performance according to Robbins (2016:260) is a result achieved by employees in their work according to certain criteria that apply to a job. According to Hayat (2019: 60), performance is the end result of the work done by an individual or group. Whether the work produced is good or not, can be influenced by two important factors, namely the way a person or group does their work.

### METHODOLOGY

The research approach used is a quantitative approach which is a systematic approach to examine parts and phenomena and their relationships. Research with a quantitative approach is defined as research based on the philosophy of positivism, used to research on certain populations or samples, (Sugiyono, 2016:17).

#### Types and data sources

1. Data type. Quantitative Data: Quantitative data is data or information obtained in the form of numbers. In the form of this number, quantitative data can be processed using mathematical formulas or can also be analyzed with statistical systems.
2. Data Sources. Primary Data: is research data obtained directly from Civil Servants (PNS). Primary data is in the form of survey results, direct interviews, and questionnaires. Secondary Data: is a source of data for research that is obtained by the researcher indirectly through intermediary media (obtained or recorded by other parties). The secondary data is in the form of the Number of Employees, Performance and Duties.

#### Data Collection Methods

The data collection method in this study is intended to obtain data that is relevant and accurate to the problem discussed. The data collection methods are as follows:

1. Observation. This method is used as one of the tools in data collection based on direct observation.
2. Questionnaire. Questionnaire is a data collection technique by asking a number of questions in writing given to respondents with the intention of obtaining accurate and valid data.
3. Documentation is a data collection technique by studying data that has been documented in the form of records, documents, reports, books, which can support the data collection process, which is needed by researchers.

#### Population and Sample

Population According to Sugiyono (2019:126), population is a generalized area consisting of: objects/subjects that have certain quantities and characteristics that are determined by the researcher to be studied and then drawn conclusions. The population in this study is 5,674 civil servants spread across 64 work units. Based on the population data in the table above, the number of samples is 384 people. Several fundamental reasons for the addition of samples from 374 to 384. The addition of multiple samples, such as from 374 to 384, can be done for practical purposes, especially if there are concerns regarding non-response or to increase confidence in the results of the study. However, this addition will not significantly change the margin of error or overall accuracy if the margin of error remains at 5%.

#### Data Analysis Methods

##### Descriptive and Inferential Analysis

Descriptive statistical analysis is aimed at describing the research variables so as to obtain an overview of the tendencies of the respondents, from the questionnaires filled, and assessed on a Likert scale. The data that has been collected is then edited and tabulated in the form of a table and discussed descriptively. Descriptive measure is the provision of numbers both in the number of respondents (people) and in the form of frequency and percentage. Statistical analysis using inferential statistics to test the influence between independent variables and dependent variables. The inferential statistical analysis technique used is multiple regression analysis. The analysis used to answer the hypothesis in this study uses the Structure Equation Model (SEM) using Amos Software. The Structural Equation Model (SEM) is a statistical tool used to solve stratified models simultaneously that cannot be solved by linear regression equations. SEM can also be thought of as a combination of regression analysis and factor analysis.

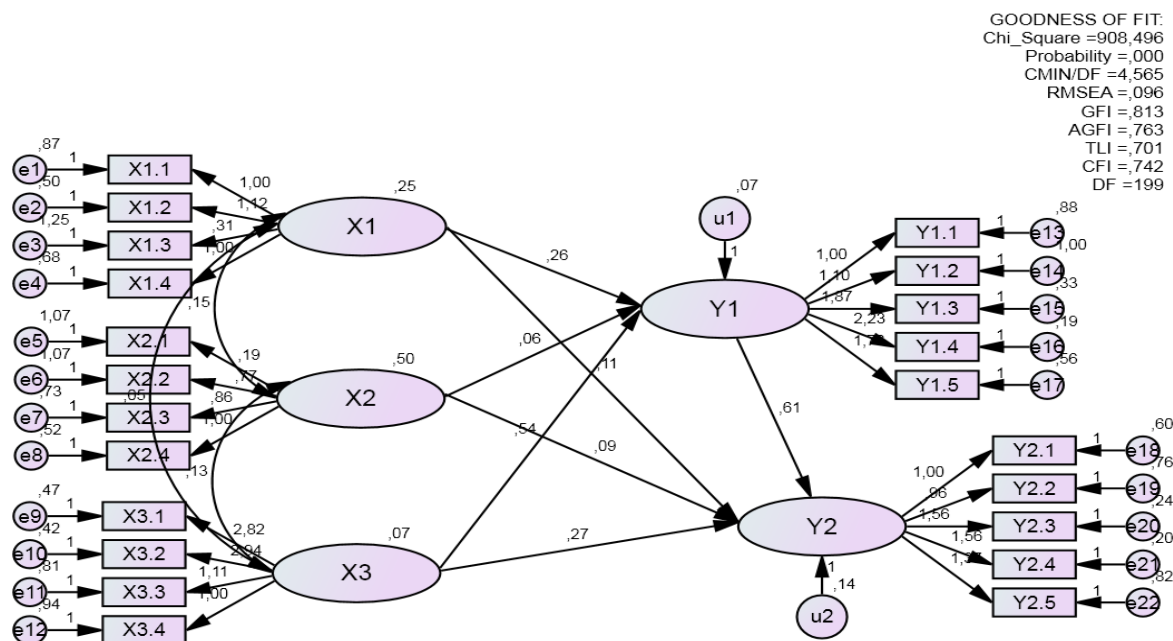


SEM can be used to solve equation models with more than one bound variable and also reciprocal influences. SEM is based on covariance analysis so that it provides a more accurate covariance matrix than linear regression analysis. Statistical programs that can be used to solve SEM are such as Analysis Moment of Structure (AMOS) or LISREL

## RESULTS AND DISCUSSION

### Research Results

After the assumption test and necessary actions against the violations that occur next, a fit model analysis will be carried out with fit model criteria such as GFI (Goodness of fit index), adjusted GFI (AGFI), Tucker Lewis Index (TLI), CFI (Comparative of fit index), and RMSEA (Root Mean Square Error of Approximation) both for individual models and complete models.



### Hypothesis Testing

Based on the empirical model proposed in this study, testing of the proposed hypothesis can be carried out through testing the path coefficient on the structural equation model. The hypothesis testing criteria by looking at the p-value < 0.05, then the relationship between the variables is significant. The results of the hypothesis testing can be shown in the following table:

Table 4. Research Hypothesis Testing

Hi p	Variable			Strai ght	Indirec t	Total	P- Valu e	Ket
	Independent	Interventi on	Dependent					
1	Competencies (X1)	-	Satisfaction Work (Y1)	0,384	-	0,384	0,000	(+) Significant
2	Work Motivation (X2)	-	Satisfaction Work (Y1)	0,225	-	0,225	0,004	(+) Significant
3	Transformational Leadership (X3)	-	Satisfaction Work (Y1)	0,159	-	0,159	0,044	(+) Significant

4	Competencies (X1)	-	Employee Performance (Y2)	0,215	-	0,215	0,063	(+) Insignificant
5	Work Motivation (X2)	-	Employee Performance (Y2)	0,170	-	0,170	0,039	(+) Significant
6	Transformational Leadership (X3)	-	Employee Performance (Y2)	0,153	-	0,153	0,048	(+) Significant
7	Job Satisfaction (Y1)	-	Employee Performance (Y2)	0,315	-	0,315	0,000	(+) Significant
8	Competencies (X1)	Satisfaction Work (Y1)	Employee Performance (Y2)	0,121	0,384	0,505	0,005	(+) Significant
9	Work Motivation (X2)	Job Satisfaction (Y1)	Employee Performance (Y2)	0,225	0,071	0,296	0,016	(+) Significant
10	Transformational Leadership (X3)	Job Satisfaction (Y1)	Employee Performance (Y2)	0,159	0,050	0,209	0,048	(+) Significant

Source: *Data Processing Results 2025*

Table 4, shows that of the ten (10) paths analyzed, there are nine (9) significant paths and there is one (1) insignificant. The interpretation of these results can be explained as follows: 1). Competency (X1) directly has a positive and significant influence on job satisfaction (Y) with p-value =  $0.000 < 0.05$ . This coefficient shows that with high competence, it will increase employee job satisfaction. Thus, the first hypothesis is accepted. 2). Work Motivation (X2) has a positive and significant influence on job satisfaction with p-value =  $0.004 < 0.05$ . This coefficient shows that good Work Motivation will be able to increase employee job satisfaction. Thus, the second hypothesis is accepted. 3). Transformational Leadership (X3) has a positive and significant influence on job satisfaction (Y) with p-value =  $0.044 < 0.05$ . This coefficient shows that good Transformational Leadership will increase employee job satisfaction. Thus, the third hypothesis is accepted. 4). Competency (X1) has a positive and insignificant effect on employee performance (Y2) with p-value =  $0.063 > 0.05$ . This coefficient shows that Competency (X1) cannot improve employee performance. Thus, hypothesis four is rejected. 5). Work Motivation (X2) has a positive and significant effect on employee performance (Y2) with p-value =  $0.039 < 0.05$ . This coefficient shows that high Work Motivation (X2) is able to improve employee performance. Thus, hypothesis five is accepted. 6). Transformational Leadership (X3) has a positive and significant influence on employee performance (Y2) with p-value =  $0.039 < 0.05$ . This coefficient shows that good Transformational Leadership (X3) is able to improve employee performance (Y2). Thus, hypothesis six is accepted. 7). Job satisfaction (Y1) has a positive and significant influence on employee performance (Y2) with p-value =  $0.000 < 0.05$ . This coefficient shows that high job satisfaction (Y1) is able to improve employee performance. Thus, hypothesis seven is accepted. 8). Competency (X1) has a positive and significant effect on employee performance through job satisfaction with p-value =  $0.048 < 0.05$ . This means that with high competence, it will be able to increase job satisfaction and will subsequently have an impact on improving the performance of Gowa Regency Government employees. 9). Work Motivation (X2) has a positive and significant effect on job satisfaction with p-value =  $0.016 < 0.05$ . This means that good work motivation will increase job satisfaction and subsequently also improve the performance of Gowa Regency Government employees. 10). Transformational Leadership (X3) has a positive and significant effect on job satisfaction with a p-value =  $0.048 < 0.05$ . This means that with good Transformational Leadership, it will be able to increase job satisfaction and will subsequently have an impact on improving the performance of Gowa Regency Government employees

## **Discussion of Research Results**

### **The Effect of Competency on Job Satisfaction**

Competency (X<sub>1</sub>) directly has a positive and significant influence on job satisfaction (Y) with p-value = 0.000 < 0.05. This coefficient shows that with high competence, it will increase employee job satisfaction. Thus, the first hypothesis is accepted. The competency variables in this study use the dimensions of technical competence, managerial competence, and sociocultural competence. From this dimension, it is then described in the indicators of knowledge, Job Mastery, Social Attitudes, and Communication Skills. Each of the indicators will be explained as follows. Based on the results of statistical analysis, it is known that the indicator that has the highest value is first, job mastery in accordance with employee responsibilities, with a value of 4.02. This means that Job Mastery refers to the extent to which an employee masters the duties, responsibilities, and skills required in his or her job. This includes the ability to perform the job well, manage challenges, and have a deep understanding of the processes and procedures that exist in the workplace. Job mastery also relates to the experience, training, and practical skills that a person has. Positive influence means that the higher the level of competence of an employee, the higher the level of job satisfaction felt by the individual. This suggests that employees who have better abilities tend to feel more satisfied with their work.

### **The Effect of Work Motivation on Job Satisfaction**

Based on the results of the study, it was stated that work motivation (X<sub>2</sub>) directly has a positive and significant influence on job satisfaction with p-value = 0.004 < 0.05. This coefficient shows that good Work Motivation will be able to increase employee job satisfaction. Thus, the second hypothesis is accepted. Work motivation variables in this study use indicators, including individual behavior and traits, needs, motivations, goals. Each indicator can be classified as follows. The amount of compensation received by employees after the employee works greatly affects his or her performance level, because compensation is one of the drivers to be more active. Compensation management is an important function within the organization and is usually part of the responsibility of the human resources department. The compensation package consists of salaries and benefits, which are basic expenses that critically affect employee satisfaction. In relation to job satisfaction, several motivation theories such as Reinforcement theory, and Self Determination theory, Equity Theory, Maslow (hierarchy theory), Herzberg (two factor), Victor Vroom (expectancy theory), and satisfaction theories such as discrepancy theory, need fulfillment theory, two factors theory, Goal Setting Theory, Job Characteristic Theory, intersect from the indicators used in this study.

### **The Direct Influence of Transformational Leadership on Job Satisfaction**

Transformational Leadership has a positive and significant effect on job satisfaction (Y) with p-value = 0.044 < 0.05. This coefficient shows that good Transformational Leadership will increase employee job satisfaction. Thus, the third hypothesis is accepted. Transformational leadership has a significant effect on employee job satisfaction because transformational leaders can inspire employees, provide a clear vision, support personal development, and create a positive work environment. Leaders who apply this leadership style tend to be more successful in creating a sense of engagement and satisfaction among employees, as they pay greater attention to employees' needs, appreciate their efforts, and encourage them to reach their full potential. Therefore, organizations that adopt transformational leadership often see increased job satisfaction among employees, which in turn can contribute to improved overall performance and productivity. Transformational leadership is a leadership style that focuses on inspiring, motivating, and encouraging positive change in employees. This leadership style focuses not only on achieving short-term goals or material results, but also on achieving a greater vision, developing employee potential, and creating a work environment that motivates employees to achieve more. Transformational leadership in this study uses several indicators, including Idealized Influence, which means that a leader has agility in facing challenges. Inspirational Motivation, is an adaptive and resilient attitude in responding to change. Intellectual Stimulation as a commitment prioritizes collaboration and strong optimism with the organization's mission, and Individualized Consideration as an inclusive attitude. Each of the indicators can be described as follows. First, leaders have agility in facing challenges.

### **The direct influence of competence on employee performance.**

Based on the results of the study, it was stated that Competency had a positive and insignificant effect on employee performance with  $p\text{-value} = 0.063 > 0.05$ . This coefficient shows that Competency (X1) cannot improve employee performance. Thus, hypothesis four in this study is rejected. There are several main reasons to dig deeper into these findings. First, that if the competence is not relevant to the characteristics of the job, it has the potential to weaken employee performance. In addition, the placement of employees who are not based on meritocracy also weakens the work spirit of employees. Second, the current employee performance does not correlate with organizational performance. Employee performance is reported through Employee Work Goals (SKP), only to meet the requirements for the weight of the amount of compensation in the form of additional employee income (TPP) obtained. Meanwhile, organizational performance compiled in the Government Agency Performance Accountability Report (LAKIP), ignores the contribution of the percentage of performance of the performers (undetected). For example, the TPP received by employees does not correlate with the achievement of the realization of the main budget at the end of the first quarter to the third quarter. Where the realization of the budget reflects the performance of the organization that is not achieved, so that the performance of employees and the performance of the organization is not in line. This is evident from the regions that have more than the budget calculation (SILPA). The problem lies in the competence of employees who have not fully encouraged the synergy of employee performance with organizational performance. In addition, the preparation of SKP and LAKIP seems to be a formality. Competency has a positive but insignificant effect on employee performance because of various factors that play a role in determining performance. Competency does provide a solid foundation for good performance, but factors such as motivation, experience, leadership, available resources, and work environment are also highly influential. In addition, inappropriate or irrelevant ways of measuring competence and performance can also cause the relationship to appear positive but not statistically significant. Therefore, although competence is important, other factors must also be considered so that employee performance can be achieved optimally.

### **Direct Influence of Work Motivation on Performance**

Based on the results of the study, it was stated that Work Motivation had a positive and significant effect on employee performance with  $p\text{-value} = 0.039 < 0.05$ . This coefficient shows that high Work Motivation (X2) is able to improve employee performance. Thus, hypothesis five is accepted. Work motivation variables in this study use indicators, including individual behavior and traits, needs, motivations, goals. Each indicator can be classified as follows. First, the appreciation given by the leadership. In the context of management and leadership, this means that the leadership strives to ensure that the rewards or rewards given to employees are based on clear criteria, are results-oriented, and are appropriate to each employee's efforts or contributions. Awards must be made based on concrete results or contributions made by employees to the organization. Every employee who makes a valuable contribution to the company should be rewarded in a way that is commensurate with their achievements, not based on status or personal relationships. Leaders who reward each employee fairly show that they have a good understanding of the importance of fairness in the organization. Employees who are motivated by their work usually have positive feelings related to what they do, feel satisfied, challenged, and valued in their work. This motivation can come from personal satisfaction, interests, responsibility, and a sense of accomplishment. When employees feel motivated by their work, they are more likely to be highly committed, perform better, and feel satisfied with their work. Compensation has a significant influence on employee motivation, especially when it comes to extrinsic motivation. Employees who are motivated by compensation will work harder to get greater financial rewards, feel valued, and meet their living needs. Additionally, compensation can also serve as a tool to attract, retain employees, and create a productive work environment. However, although compensation has a great influence, it must be combined with other factors such as job satisfaction, self-development, and intrinsic rewards in order to achieve optimal employee performance.

### **The Direct Influence of Transformational Leadership on Performance**

Transformational Leadership has a positive and significant influence on employee performance with  $p\text{-value} = 0.039 < 0.05$ . This coefficient shows that good transformational leadership is able to improve employee performance. Thus, hypothesis six is accepted. Transformational leadership in this study uses several indicators, including Idealized Influence, which means that a leader has agility in facing challenges. Inspirational Motivation, is an adaptive and resilient attitude in responding to change. Intellectual Stimulation as a commitment prioritizes



collaboration and strong optimism with the organization's mission, and Individualized Consideration as an inclusive attitude. Transformational leadership has a significant positive influence on employee performance because it not only directs and motivates employees to achieve organizational goals, but also inspires them to reach their full potential. Transformational leaders encourage employees to work harder by giving them a clear vision, empowerment, and opportunities to grow. Additionally, they create stronger relationships, encourage creativity, and increase job satisfaction, all of which contribute to improved employee performance. Transformational leaders successfully inspire employees to not only work for external compensation or rewards, but also for personal satisfaction and the achievement of shared goals.

### **The Effect of Job Satisfaction on Employee Performance**

Job satisfaction has a positive and significant influence on employee performance with  $p\text{-value} = 0.000 < 0.05$ . This coefficient shows that high job satisfaction is able to improve employee performance. Thus, hypothesis seven is accepted. Job satisfaction in this study as an intervening variable, using indicators including Work Factors (Y1.1), Needs (Y1.2), Expectations and goals (Y1.3), equity (Y1.4), Potential development (Y1.5). Job satisfaction has a positive and significant influence on employee performance. This means that job satisfaction refers to an employee's level of satisfaction with various aspects of their job, such as the work environment, compensation, relationships with colleagues, career development opportunities, and job responsibilities. When employees feel satisfied with their work, they tend to work harder, be more productive, and be committed to the organization's goals. The first is the employment factor. Job satisfaction has a considerable influence on organizational productivity both directly and indirectly. Dissatisfaction is the starting point for problems that arise in organizations such as burnout, manager-worker conflicts and employee turnover. From the worker side, dissatisfaction can lead to decreased motivation, decreased work morale, and decreased work appearance both qualitatively and quantitatively. Research Halimah, H., Darka, D., & Saputra, A. . (2024), job satisfaction has a significant effect on employee performance. However, in the research of Kawisana, p. G. W. P. (2024), and Paisa (2023), job satisfaction does not have a significant influence on employee performance.

### **Indirect Influence of Competency on Employee Performance through Job Satisfaction.**

Competency has a positive and significant effect on employee performance through job satisfaction with  $p\text{-value} = 0.048 < 0.05$ . This means that with high competence, it will be able to increase job satisfaction and will subsequently have an impact on improving the performance of Gowa Regency Government employees. The results of this statistic provide an idea that Competence, job satisfaction, and employee performance have a close relationship and influence each other. Competence is related to the skills, knowledge, and abilities possessed by employees to carry out their duties well. Job satisfaction refers to employees' satisfaction with various aspects of their work, while employee performance is the result of the work done by employees in achieving organizational goals. Competency Relationships have a positive and significant effect on employee performance through job satisfaction, this means that employee competence can improve their performance, but this influence occurs through job satisfaction felt by the employee. Aris Triyono, Agustedi, (2022), and Yunia Sari, Sudarno, Nyoto, Suyono, (2021) stated that job satisfaction mediates the relationship between Competency and Employee Performance. Yunia Sari, Sudarno, Nyoto, Suyono, (2021), research by Aris Triyono, Agustedi, (2022), concluded that job satisfaction mediates competence on employee performance. However, this study does not support the research of Paisah, et.al (2023) Job satisfaction does not mediate competence on performance.

### **Indirect Influence of Work Motivation on Performance Through Job Satisfaction.**

Work Motivation has a positive and significant effect on employee performance through job satisfaction with  $p\text{-value} = 0.016 < 0.05$ . This means that good work motivation will increase job satisfaction and subsequently also improve the performance of Gowa Regency Government employees. Work motivation that has a positive and significant effect on employee performance through job satisfaction shows that high motivation can improve employee performance, but this influence occurs through the level of job satisfaction felt by employees. In this case, work motivation acts as a driving factor that encourages employees to work better, while job satisfaction acts as a mediator that strengthens the relationship between motivation and performance. When viewed from the indicators of job satisfaction consisting of Work Factors, Needs, Expectations and equity goals, Potential development is a



source of motivation, where motivation that uses indicators of appreciation to each employee fairly, Employees are intrinsically motivated, Employees are motivated by their work, and Employees are motivated because of the compensation factor, are also the source of employee job satisfaction. Work motivation refers to the internal or external drive that encourages a person to do a job diligently and strive to achieve a set goal. Maslow's Theory of Needs (Maslow) posits that when basic needs such as physiological needs and security are met, employees will be encouraged to reach higher levels of needs, such as the need for reward and self-actualization. Meeting these needs can increase job satisfaction, which ultimately contributes to improved performance. Expectation Theory (Vroom) This theory states that work motivation is influenced by the expectation that the effort made will produce the desired result (such as reward or recognition). When employees feel that their efforts will be rewarded in a satisfying way, they will be motivated to work harder, which leads to improved performance.

### **The Influence of Transformational Leadership on Employee Performance through Job Satisfaction.**

Transformational Leadership has a positive and significant effect on employee performance through job satisfaction with a p-value value =  $0.048 < 0.05$ . This means that with good Transformational Leadership, it will be able to increase job satisfaction and will subsequently have an impact on improving the performance of Gowa Regency Government employees. Transformational leadership has a significant influence on employee performance, with job satisfaction acting as a mediator that strengthens the relationship between the two factors. Transformational leadership is a leadership style in which leaders inspire, motivate, and provide support to employees to reach their maximum potential, often through a clear vision, empowerment, and attention to employees' needs and aspirations. Employee job satisfaction acts as a mediator that connects transformational leadership with employee performance. When employees feel satisfied with their work, especially because of the support and attention of their leaders, they will be more motivated to work harder and contribute to the organization to the fullest. Influence on performance: High job satisfaction can encourage employees to increase their engagement and commitment to work, which in turn will improve their performance. Satisfied employees tend to be more productive, more innovative, and more focused on achieving organizational goals. The results of this study are in line with Muhammad Syafii A. Basalamah, (2022), and Moch. Arifianto, et.al (2024), leadership style has a significant indirect effect on employee performance. In another study by Yandra Rivaldo, Sri Langgeng Ratnasari, (2020), leadership is insignificant through job satisfaction. Annisa Rahma Utari, Sri Mintarti, Priyagus, Agus Supriyadi, (2023). Leadership has a insignificant effect on the performance of Samarinda City DPMPSTP employees. Kawisana, p. G. W. P. (2024) leadership style is indirectly significant to performance.

### **CONCLUSION**

Competence has a positive and significant effect on job satisfaction. The higher the level of competence possessed by employees, the greater the job satisfaction they feel. Good competencies, which include skills, knowledge, and ability to carry out tasks, allow employees to feel more confident and able to complete work effectively. Work motivation has a positive and significant effect on job satisfaction. The higher the level of employee work motivation, the higher the employee satisfaction level. Motivation is formed from the existence of appreciation, intrinsic motivation, work factors and compensation. Transformational leadership has a positive and significant effect on job satisfaction. The better the transformational leadership style, the more satisfaction will be given to employees. Transformational leaders are able to provide inspiration, clear vision, and attention to the individual needs of employees, which ultimately increases their sense of satisfaction with their work. Competence has a positive and insignificant effect on employee performance. Although competence has a positive impact, other factors may have a greater influence on determining employee performance. This shows that competence alone is not enough to drive optimal performance, and that success at work is also influenced by other elements, such as work motivation, leadership, and other external factors. Work motivation has a positive and significant effect on employee performance. High motivation has a very important role in encouraging employees to work better. When employees feel motivated, they tend to be more excited, committed, and focused on carrying out their duties, which ultimately improves employee performance. Transformational leadership has a positive and significant effect on employee performance. Leaders who implement a transformational leadership style can effectively improve employee performance. Transformational leaders are able to provide a clear vision, inspire, and support individual

development, which encourages employees to work better, be more creative, and be more innovative. Job satisfaction has a positive and significant effect on employee performance. Employees who are satisfied with their work tend to show better performance. High job satisfaction encourages employees to be more motivated, dedicated, and committed in carrying out their duties. Competence has a positive and significant effect on performance through job satisfaction. The competencies possessed by employees not only have a direct impact on their performance, but also through the job satisfaction created. Employees who have high competence tend to feel more satisfied with their work, and this satisfaction in turn encourages them to work better. Work motivation has a significant effect on performance through job satisfaction. High work motivation not only directly improves employee performance, but also affects performance through the job satisfaction they feel. When employees are motivated, they tend to feel more satisfied with their work, and that satisfaction encourages them to work harder, more efficiently, and more committed. Transformational Leadership has a significant effect on employee performance through job satisfaction. Leaders who apply a transformational leadership style can improve employee performance by creating high job satisfaction.

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