

The Effect of Transformational Leadership and Competence Improvement Programs on Employee Satisfaction and Performance in Representative Offices Bank Indonesia DIY

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Abstract. *This study aims to analyze the influence of transformational leadership and competency improvement programs on employee satisfaction and performance at the Bank Indonesia DIY Representative Office. This study was motivated by the relatively low employee performance of 35%. The research method used was quantitative with the SmartPLS approach. The research sample was 113 employees at the Bank Indonesia DIY Representative Office. The results of the study indicate that 1) Transformational leadership has a positive and significant effect on employee performance; 2) Competency improvement programs have a positive and significant effect on employee performance; 3) Transformational leadership has a positive and significant effect on employee job satisfaction; 4) Competency improvement programs have a positive and significant effect on employee job satisfaction; 5) Job satisfaction has a positive and significant effect on employee performance; 6) Job satisfaction mediates the effect of transformational leadership on employee performance and 7) Job satisfaction mediates the effect of competency improvement programs on employee performance. The practical implications of this study are the need for the application of transformational leadership styles in the work environment, the development of competency improvement programs according to employee needs and job demands and should pay attention to factors that influence job satisfaction such as reward provisions, role clarity, good communication and workload balance.*

Keywords: *Competency Improvement Program; Performance; Satisfaction; Transformational Leadership.*

1. Introduction

Human Resources (HR) within an organization are the workforce capable of achieving desired goals. HR plays a crucial role in completing tasks and advancing an organization,

keeping pace with changing times. The workforce must be able to adapt to changing government regulations, increasingly complex societal demands, and adapt to technology to improve efficiency and effectiveness in providing services to the public. Achieving these goals requires a workforce that meets the organization's established requirements. Therefore, companies consistently encourage their employees to improve their performance, thereby achieving their stated goals.

Cherington inPrabaswara & Widodo (2022)Performance is defined as the achievement of work targets related to quality, quantity, and time. Every organization strives to improve employee performance, with the goal of achieving organizational goals. Employee performance is one of the organization's assets in achieving its goals, so employee performance must be given due attention by management.

According to data released by the State Civil Service Agency (BKN), as many as 35% of government employees in Indonesia have relatively low abilities or performance.(Gift, 2022). According toDwiyanti et al. (2019)In his research, he found that 10 employees at PD. BPR Bank Buleleng 45 had low performance. This low performance was due to their low competency.Safiih & Faisal (2023)in his research showed that the performance of BPKH PKWT employees only reached 73% of the 100% target determined, where the aspects of work quality, initiative, responsibility and cooperation were 75% and the aspect of work quantity was 65%.

An employee's performance is influenced by several factors, namely knowledge, ability, attitude, work style, personality, interests, fundamentals, values, attitudes, beliefs and leadership style.(Wibowo, 2017). In this research, the focus will be on transformational leadership.

Transformational leadership contrasts with leadership that maintains the status quo. Transformational leadership is defined as genuine leadership because leaders who implement transformational leadership work diligently to achieve goals by directing the organization toward goals never before achieved (Rivai, 2020). Transformational leadership encourages employees to actively utilize their knowledge and skills. Employees have a desire to be effective and efficient in their work, including in decision-making. Therefore, improving employee performance is not impossible (Mahmud and Sopiah, 2022).

Another thing that plays an important role in improving employee performance is the competency improvement program. Rychen & Salganik inSurtiani et al. (2022)Competence is defined as the ability to perform specific tasks within an organization. Companies desperately need employees with competencies that align with their needs, making it a crucial component of HR. The higher an employee's competency, the higher their performance, as they perform their duties according to their abilities and skills. Therefore, implementing competency improvement programs within an organization significantly improves employee performance.

StudyRivai. (2020)shows that transformational leadership has a significant positive impact on employee performance at PT Federal International Finance Medan. This is different from

the results of the previous study. Fadilah et al (2023) which shows that transformational leadership does not have a significant influence on the performance of employees of PT Enseval Putera Megatrading Tbk Jambi Branch. (Surtiani et al. (2022) shows that employee competence influences employee performance. Meanwhile, research (Rudiansyah et al., 2024) showed different results, namely that competence did not have a significant effect on employee performance.

Based on the results of previous research, it shows that there is a gap or difference, where in the research Rivai (2020) stated that transformational leadership has a significant positive impact on employee performance. Meanwhile, in the study Fadilah et al (2023) shows that transformational leadership does not have a significant effect on employee performance. In addition, in the study Surtiani et al. (2022) states that employee competence influences employee performance, whereas in the research Rudiansyah et al. (2024) stated that competence does not have a significant effect on employee performance.

This is what encourages researchers to conduct further research with the aim of providing innovation in resolving the problem of differences in the results of previous research by adding job satisfaction variables. Robbins (2008) explains job satisfaction as a person's attitude towards their work, to make a comparison between the results obtained and the expectations they have. The higher the results obtained than the expected results, the more satisfied a person will be. Conversely, the lower the results obtained than the expected results, the lower an employee's job satisfaction will be.

2. Research Methods

This type of research is quantitative research. Sugiyono (2019) explains that the quantitative research method is a "research method based on the philosophy of positivism, used to research a specific population or sample, data collection using research instruments, quantitative/statistical data analysis, with the aim of testing predetermined hypotheses".

3. Results and Discussion

3.1. Description of Research Variable Data

The variables in this study include transformational leadership, competency improvement programs, job satisfaction, and employee performance. Data for the research variables were obtained through a questionnaire using a 5-point Likert scale. To facilitate interpretation of the scores obtained, an index value was calculated for each statement item using the following formula:

$$\text{Index Value} = ((\%F1 \times 1) + (\%F2 \times 2) + (\%F3 \times 3) + (\%F4 \times 4) + (\%F5 \times 5)) / 5$$

Information:

F1 is the frequency of respondents who answered 1

F2 is the frequency of respondents who answered 2

F3 is the frequency of respondents who answered 3

F4 is the frequency of respondents who answered 4

F5 is the frequency of respondents who answered 5

The index value describes the tendency of respondents' responses to statements in the questionnaire, with a value range between 20 and 100. Interpretation of the index value is divided into three categories using the Three-box Method approach, namely:

Low: 20 – 46.6

Medium: 46.7 – 73.3

Height: 73.4 – 100

Based on the research results, employee performance variables can be described as follows:

Table

Performance Index Value Description

| No. | Statement | STS | | TS | | N | | S | | STS | | Mark Index |
|---------|--|-----|-----|----|-----|----|------|----|------|-----|------|--------------|
| | | f | (%) | f | (%) | f | (%) | f | (%) | f | (%) | |
| 1 | I always produce work that meets the quality standards set by the institution. | 0 | 0.0 | 1 | 0.9 | 27 | 23.9 | 58 | 51.3 | 5 | 23.9 | 79.6 |
| 2 | I am able to complete work according to the standard number set by the institution. | 0 | 0.0 | 0 | 0.0 | 25 | 22.1 | 66 | 58.4 | 22 | 19.5 | 79.5 |
| 3 | I am never late in completing work | 0 | 0.0 | 1 | 0.9 | 24 | 21.2 | 64 | 56.6 | 24 | 21.2 | 79.6 |
| 4 | I coordinate with fellow coworkers and leaders to complete tasks in order to achieve the same goals. | 0 | 0.0 | 0 | 0.0 | 25 | 22.1 | 68 | 60.2 | 20 | 17.7 | 79.1 |
| Average | | | | | | | | | | | | 79.45 (Tall) |

The table above shows that the lowest employee performance variable index value was 79.1, which is for the statement "I coordinate with fellow coworkers and leaders to complete tasks in order to achieve the same goal." The highest index value was 79.6, which is for the statement "I always produce work that meets the quality standards set by the institution" and the statement "I am never late in completing work." Based on the index value above 73.4, it is concluded that all items in the employee performance questionnaire are rated high. The average index value was 79.45, so it is above 73.4 and it is concluded that the performance of Bank Indonesia employees at the BI DIY Representative Office is included in the high category.

Based on the research results, the transformational leadership variables can be described as follows:

Table

Description of Transformational Leadership Index Values

| No. | Statement | STS | | TS | | N | | S | | STS | | Mark Index |
|----------------|--|-----|-----|----|-----|----|------|----|------|-----|------|---------------------|
| | | f | (%) | f | (%) | f | (%) | f | (%) | f | (%) | |
| 1 | My boss makes other people feel good to be around him. | 0 | 0.0 | 4 | 3.5 | 30 | 26.5 | 61 | 54.0 | 18 | 15.9 | 76.4 |
| 2 | My boss expressed in a few simple words what we can and should do. | 0 | 0.0 | 4 | 3.5 | 26 | 23.0 | 59 | 52.2 | 24 | 21.2 | 78.2 |
| 3 | My boss gave instructions on what we can do | 0 | 0.0 | 3 | 2.7 | 34 | 30.1 | 56 | 49.6 | 20 | 17.7 | 76.5 |
| 4 | My boss gave us a new way to look at a confusing situation. | 0 | 0.0 | 4 | 3.5 | 33 | 29.2 | 55 | 48.7 | 21 | 18.6 | 76.5 |
| 5 | My boss comes up with ideas we've never questioned before. | 0 | 0.0 | 2 | 1.8 | 28 | 24.8 | 66 | 58.4 | 17 | 15.0 | 77.3 |
| 6 | My boss helps every employee to develop themselves | 0 | 0.0 | 2 | 1.8 | 32 | 28.3 | 63 | 55.8 | 16 | 14.2 | 76.5 |
| 7 | My boss gives personal attention to each employee | 0 | 0.0 | 5 | 4.4 | 28 | 24.9 | 59 | 52.2 | 21 | 18.6 | 77.0 |
| Average | | | | | | | | | | | | 76.92 (Tall) |

The table above shows that the transformational leadership variable index value is the lowest at 76.4, namely in the statement that my boss makes others feel happy to be around him. The highest index value is 78.2, namely in the statement that my boss expresses in a few simple words what we can and should do. Based on the index value of more than 73.4, it is concluded that all items in the transformational leadership questionnaire are rated high. The average index value is 76.92, so it is more than 73.4 and it is concluded that transformational leadership in Bank Indonesia at the BI DIY Representative Office is included in the high category.

Based on the research results, the competency improvement program variables can be described as follows:

Table

Description of the Competency Improvement Program Index Value

| No. | Statement | STS | | TS | | N | | S | | STS | | Mark Index |
|-----|--|-----|-----|----|-----|----|------|----|------|-----|------|------------|
| | | f | (%) | f | (%) | f | (%) | f | (%) | f | (%) | |
| 1 | In my opinion, the training carried out by the institution has gone well. | 0 | 0.0 | 0 | 0.0 | 24 | 21.2 | 71 | 62.8 | 18 | 15.9 | 78.9 |
| 2 | Every new employee will undertake an internship first, before getting involved in the work | 0 | 0.0 | 0 | 0.0 | 20 | 17.7 | 65 | 57.5 | 28 | 24.8 | 81.4 |

| No. | Statement | STS | | TS | | N | | S | | STS | | Mark Index |
|----------------|---|-----|-----|----|-----|----|------|----|------|-----|------|---------------------|
| | | f | (%) | f | (%) | f | (%) | f | (%) | f | (%) | |
| | that is their responsibility. | | | | | | | | | | | |
| 3 | The institution provides opportunities for employees to continue their education so that employees have the educational qualifications required by the institution. | 0 | 0.0 | 0 | 0.0 | 24 | 21.2 | 67 | 59.3 | 22 | 19.5 | 79.7 |
| 4 | My institution provides employees with the opportunity to experience a variety of work in other departments. | 0 | 0.0 | 0 | 0.0 | 22 | 19.5 | 71 | 62.8 | 20 | 17.7 | 79.6 |
| 5 | My institution conducts competency tests to improve employee work productivity. | 0 | 0.0 | 0 | 0.0 | 24 | 21.2 | 71 | 62.8 | 18 | 15.9 | 78.9 |
| 6 | On an ongoing basis, the institution carries out coaching to improve relationships between employees. | 0 | 0.0 | 0 | 0.0 | 27 | 23.9 | 59 | 52.2 | 27 | 23.9 | 80.0 |
| Average | | | | | | | | | | | | 79.74 (Tall) |

The table above shows that the competency improvement program variable index value is the lowest at 78.0, which is for the statement that in my opinion, the training implemented by the institution has been running well; and the statement that my institution conducts competency tests to improve employee work productivity. The highest index value is 81.4, which is for the statement that every new employee will undergo an internship first, before getting involved in the work that is their responsibility. Based on the index value above 73.4, it is concluded that all items in the competency improvement program questionnaire are rated high. The average index value is 79.74, so it is above 73.4 and it is concluded that the competency improvement program at Bank Indonesia at the BI DIY Representative Office is included in the high category.

Based on the research results, the job satisfaction variables can be described as follows:

Table

Job Satisfaction Index Value Description

| No. | Statement | STS | | TS | | N | | S | | STS | | Mark Index |
|-----|--------------------|-----|-----|----|-----|----|------|----|------|-----|------|------------|
| | | f | (%) | f | (%) | f | (%) | f | (%) | f | (%) | |
| 1 | I am happy with my | 0 | 0.0 | 1 | 0.9 | 34 | 30.1 | 56 | 49.6 | 22 | 19.5 | 77.6 |

| No. | Statement | STS | | TS | | N | | S | | STS | | Mark Index |
|---------|---|-----|-----|----|-----|----|------|----|------|-----|------|--------------|
| | | f | (%) | f | (%) | f | (%) | f | (%) | f | (%) | |
| | current job which is interesting and challenging. | | | | | | | | | | | |
| 2 | The working conditions in this institution support my work. | 0 | 0.0 | 0 | 0.0 | 39 | 34.5 | 53 | 46.9 | 21 | 18.6 | 76.8 |
| 3 | I am happy with the salary I currently receive, it is commensurate with the tasks I do. | 0 | 0.0 | 0 | 0.0 | 34 | 30.1 | 64 | 56.6 | 15 | 13.3 | 76.6 |
| 4 | The rules and norms in this institution suit my personality. | 0 | 0.0 | 0 | 0.0 | 33 | 29.2 | 55 | 48.7 | 25 | 22.1 | 78.6 |
| 5 | I have coworkers who support my work. | 0 | 0.0 | 1 | 0.9 | 32 | 28.3 | 54 | 47.8 | 26 | 23.0 | 78.6 |
| Average | | | | | | | | | | | | 77.64 (Tall) |

The table above shows that the lowest job satisfaction variable index value was 76.6, which corresponds to the statement "I am happy with the salary I currently receive, which is commensurate with the tasks I perform." The highest index value was 78.6, which corresponds to the statement that the regulations and norms in this institution are in line with my personality; and the statement that I have colleagues who support my work. Based on the index value exceeding 73.4, it is concluded that all items in the competency improvement program questionnaire are rated high. The average index value was 79.74, thus exceeding 73.4, and it is concluded that the competency improvement program at Bank Indonesia at the BI DIY Representative Office is included in the high category.

3.2. The Influence of Transformational Leadership on Employee Performance

The results of the study show that Transformational leadership has a positive and significant impact on employee performance. The higher the transformational leadership, the higher the employee performance. This is in line with the theory that states that transformational leadership is a leadership style that inspires members to work hard for the benefit of the organization, while maintaining a friendly, challenging, and idealistic influence. In principle, transformational leadership has an impact on subordinates to perform better than they usually do (Robbins, Stephen & Judge, 2017) Inspiration from transformational leaders will encourage employees to think critically and innovate in how they complete their work. Through these innovative work methods, employees will be able to complete work quickly and effectively, thereby improving their performance. Support from transformational leaders will also make employees feel appreciated and motivated to work more optimally, so that their performance improves.

Transformational leadership encourages employees to actively utilize their knowledge and skills. Employees have a desire to be effective and efficient in their work, including in

decision-making. Therefore, improved employee performance is possible (Mahmud and Sopiah, 2022). This fosters a positive organizational climate, where fellow employees support each other and share their work experiences. This directly impacts employee and institutional performance.

The influence of transformational leadership on employee performance aligns with Rivai's (2020) research, which found that transformational leadership positively impacts employee performance at PT Federal International Finance Medan. Conceptually, transformational leadership is a leadership approach in which a leader strives to encourage and motivate subordinates to optimally improve performance, emphasizing behaviors that support positive change between individuals (employees) and the organization where they work.

The research results are also in line with the research results Mendrofa et al (2024) Research examining transformational leadership and employee performance shows that transformational leadership has a significant influence on employee performance. Employees under transformational leadership generally demonstrate more optimal performance, as evidenced by increased productivity and active participation in task performance. This is because transformational leaders are able to formulate an inspiring vision, encourage employees to achieve higher targets, and provide the support and appreciation needed to develop their full potential.

The results of this study are not in line with the results of previous research. Fadilah et al (2023) This indicates that transformational leadership does not significantly influence employee performance at PT Enseval Putera Megatrading Tbk, Jambi Branch. This is due to low employee perceptions of this leadership behavior. Many employees disagreed that leaders encourage them to express ideas, pay attention to individual development, and provide attention to the needs required to complete their work.

3.2.1. The Impact of Competency Improvement Programs on Employee Performance

The results of the study show that the competency improvement program has a positive and significant impact on employee performance. The higher the competency improvement program, the higher the employee performance. This is in line with the theory of Rychen & Salganik in Surtiani et al. (2022) Competence is defined as the ability to fulfill specific tasks within an organization. Companies desperately need employees with competencies that align with their needs, making it a crucial component of HR. The higher an employee's competency, the higher their performance, as they perform their duties according to their abilities and skills. Therefore, implementing competency improvement programs within an organization significantly improves employee performance.

Competency improvement programs, whether through training, internships, coaching, or periodic education and competency testing, provide employees with opportunities to learn and enhance their knowledge, skills, and work attitudes. This improvement directly contributes to improvements in task execution, work efficiency, and employee ability to face job challenges. This, in turn, directly impacts employee performance.

The results of this study are in line with the results of research Surtiani et al., (2022) which shows that employee competence influences the performance of Civil Servants at the Sespim Lemdiklat Polri. Competence is a person's ability to meet the demands of a job within an organization, enabling the organization to achieve its stated goals. Based on this, it can be concluded that there is a relationship between competence and employee performance. This also means that improving competence will impact employee performance.

The results of this study also align with those of Khonsa and Palupi (2023), which showed that coaching and mentoring programs can contribute to employee performance at the Public Administration Institute, which ultimately impacts organizational performance, including unit and department performance. These programs also play a role in improving employee knowledge and skills, as well as motivating them through team collaboration and discussion. Furthermore, coaching and mentoring strengthen interpersonal relationships, supporting employee career development.

3.2.2. The Influence of Transformational Leadership on Employee Job Satisfaction

The results of the study show that Transformational leadership has a positive and significant impact on employee job satisfaction. The higher the transformational leadership, the higher the employee job satisfaction. Transformational leadership is a type of leadership that directs and motivates members towards predetermined goals by providing explanations regarding roles and task demands. (Mendrofa et al, 2024), able to provide ideas, personal attention and create a work atmosphere that supports self-development, tends to increase the motivation and job satisfaction of subordinates (Lestari et al., 2023).

When leaders provide direction and ideas for completing tasks, employees will feel that their leaders will help them when they encounter difficulties, thus increasing their job satisfaction. Leaders who motivate, provide personal attention, and create a work environment that supports self-development will make employees feel valued, supported, and motivated in carrying out their duties. This feeling of being valued and supported is a crucial factor in creating job satisfaction.

The results of this study are in line with research Idrus, Ridjal and Djaharuddin (2024) Those who found transformational leadership had a positive and significant impact on job satisfaction. A leader who can provide guidance, support the development of employee potential, and recognize their achievements tends to create a positive and supportive work environment, which ultimately contributes to increased job satisfaction.

3.2.3. The Influence of Competency Improvement Programs on Employee Job Satisfaction

The results of the study show that the competency improvement program has a positive and significant impact on employee job satisfaction. The higher the competency improvement program, the higher the job satisfaction. Competency improvement programs can be implemented through training, internships, education, job rotation, competency tests, and coaching. (Hatta et al., 2023) When employees feel they have the opportunity to learn and develop, they feel more valued and cared for by the organization. This feeling

creates a sense of satisfaction at work because employees feel the organization supports their professional growth.

Competence is a crucial factor in determining whether or not an employee is successful in performing their job. Competence is essential for carrying out work and has become an employee's responsibility, enabling them to perform their duties effectively. This ultimately leads to employee satisfaction with their work. This aligns with Lawler's theory, which explains that ability is one of the input factors that can influence job satisfaction or dissatisfaction. (Santi & Suarmanayasa, 2022).

The results of this study are in line with the results of research Monalis, Rumawas, & Tumbel (2020), who found that human resource development had a positive effect on job satisfaction. Human resource development will enhance employee skills, enabling them to work professionally. Professionalism in the workplace will impact job satisfaction. Furthermore, this development empowers employees, allowing them to control their career paths and develop their lifestyles, ultimately leading to increased job satisfaction.

3.2.4. The Influence of Job Satisfaction on Employee Performance

The results of the study show that satisfaction Work has a positive and significant effect on employee performance. Higher job satisfaction leads to higher employee performance. This aligns with the theory that job satisfaction within an organization is a fundamental principle for achieving organizational goals and objectives. Low job satisfaction will impact performance. This is because job satisfaction and performance are closely related and intertwined in determining the success and achievement of organizational goals (Masydzulhak Ali and Anggraeni, 2016).

Employees who have job satisfaction are possible because they have positive feelings or are satisfied with their work, such as feeling that the work is challenging, working conditions are supportive, the salary is appropriate, the personality is compatible with the job, and the coworkers are supportive. Job satisfaction in employees causes work enthusiasm to increase because they will feel comfortable in carrying out the tasks that are their job responsibilities, which will have an impact on improving employee performance.

The results of this study are in line with the results of the study by Monalis, Rumawas, & Tumbel (2020), which found that satisfaction has a positive effect on employee performance. Job satisfaction can influence employee performance if it arises from a match between expectations and what employees actually receive from their jobs. This match can motivate employees to achieve maximum performance. Thus, the level of satisfaction or dissatisfaction felt serves as feedback that also influences employee performance.

3.2.5. The Influence of Transformational Leadership on Employee Performance Mediated by Job Satisfaction

The results of the study show that satisfaction work mediates the influence of transformational leadership on employee performance. Transformational leadership inspires, motivates, and builds positive relationships with subordinates. When leaders demonstrate attention to individual needs, provide support, and empower employees in the

decision-making process, this can increase employee job satisfaction. Satisfied employees generally have higher work morale and motivation, resulting in improved performance.

The results of this study align with those of Priyatmo (2018), who found that job satisfaction mediates the influence of transformational leadership on performance. Transformational leadership influences employee job satisfaction. Transformational leaders serve employees, provide encouragement, and ensure they receive their rights and obligations in accordance with company regulations. This impacts employee job satisfaction, motivating them to work, and improving their performance. However, the results of this study differ from those of Isrokdin & Adriani (2022), who found that job satisfaction did not mediate the effect of transformational leadership on performance. Transformational leadership does not always improve performance through employee job satisfaction.

3.2.6. The Effect of Competency Improvement Programs on Employee Performance Mediated by Job Satisfaction

The results of the study show that satisfaction work mediates the influence of competency improvement programs on employee performance. This shows that increasing competency not only has a direct impact on employee performance but also has an indirect impact through increased job satisfaction. Competency improvement programs will provide opportunities for employees to improve the skills, knowledge, and work attitudes needed to carry out their duties. Increased competency due to competency improvement programs makes employees more confident, feel valued by the organization, thus increasing job satisfaction. High job satisfaction will encourage employees to be more motivated and enthusiastic in their work, which ultimately has an impact on improved performance.

The results of this study align with those of Seran, Ariyani, & Heriani (2023), who found that job satisfaction mediated the influence of competence on the performance of PKH social assistants in the Family Hope Program (PKH) in East Nusa Tenggara Province. This suggests that addressing job satisfaction significantly improves the relationship between competence and PKH social assistant performance. Competence is a key factor influencing job satisfaction or dissatisfaction. By improving competence, employees have a greater opportunity to achieve job satisfaction, which ultimately leads to optimal performance.

However, the results of this study are not in line with the results of the study by Zulfikri & Kasmawati (2025) who found that job satisfaction was unable to mediate the influence of competence on employee performance. Hotel Grand Inna Malioboro Yogyakarta. Employees with high competence and good performance typically feel more satisfied due to a sense of accomplishment and recognition. However, each individual responds differently to the relationship between job satisfaction and competence. Some employees remain motivated and perform optimally despite low levels of job satisfaction, as long as they feel capable and competent in their duties. This results in satisfaction being unable to mediate the relationship between competence and employee performance.

4. Conclusion

Based on the research results and discussion, the following conclusions can be drawn: 1. Transformational leadership has a positive and significant influence on employee performance. 2. Competency improvement program has a positive and significant impact on employee performance. 3. Transformational leadership has a positive and significant influence on employee job satisfaction. 4. Competency improvement program has a positive and significant effect on employee job satisfaction. 5. Satisfaction Work has a positive and significant impact on employee performance. 6. Satisfaction work mediates the influence of transformational leadership on employee performance. 7. Satisfaction work mediates the influence of competency improvement program on employee performance.

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