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# THE EFFECT OF FUNDAMENTAL FACTORS ON THE SHARE PRICES AT MINING COMPANIES LISTED ON THE IDX

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## ABSTRACT

Share prices on sectoral indices listed on the Indonesia Stock Exchange (IDX) shows that the mining sector experienced a decline in price in 2019 and then moved up in 2020, and increased significantly in 2021 and 2022. The purpose of this study was to determine the factors fundamentals that affect mining stock prices for the 2018-2022 period. This type of research was verification research with a population of all mining sector companies listed on the Indonesia Stock Exchange in 2018-2022, namely 57 companies. However, there were only 37 mining sub-sector companies that met the requirements as research samples. The data used is secondary data from the company's financial statements published on the Indonesian Stock Exchange's website. The data analysis technique used was panel data regression using the Eviews application version 12. The results of this study indicate that 1) ROE has a positive and significant effect on mining stock prices; 2) EPS has a positive and significant effect on mining stock prices; 3) CR has a positive and significant effect on mining stock prices; and 4) DER has a negative and significant effect on mining stock prices.

*Keywords: ROE, EPS, CR, DER, Stock Price*

## INTRODUCTION

Mining companies carry out exploration, mining, and production of natural resources such as oil, gas, coal, metals, minerals, and other minerals. Mining companies in Indonesia are divided according to their types into four categories: coal mining, oil and gas mining, metal and mineral mining, and rock mining. In this research, the analytical technique used to identify internal factors that affect stock prices is fundamental analysis. According to Joigiyantoi (2013), fundamental analysis is an analysis to calculate the intrinsic value of shares by using company financial data. The investors conducted a study of the company's financial statements with the aim of analyzing the company's performance and knowing its strengths and weaknesses. At this time, global events such as the COVID-19 pandemic, the Russian invasion into Ukraine, and the government's policy of co-inventing electric vehicles are topics that are highly discussed and have great potential to affect the financial market.

Since the beginning of the second quarter of 2020. The mining sector's economy has not yet shown signs of improvement. Weakness in demand and a softening in prices will still be seen in 2020 due to the COVID-19 outbreak. In order to reduce the non-cointrolled transmission rate, various countries in the world have implemented lockdown policies. In this context, the price of mining shares on the Indonesian Stock Exchange can also have a significant impact. Therefore, researchers feel the need to reassess the effect of these events on stock prices by using fundamental ratios such as Return on Assets (ROI), earnings per Share (EPS), Current Ratio (CR), and Debt to Equity Ratio (DER).

Russia's invasion of Ukraine on February 24, 2022, made the global economic condition even more favourable, as well as for balanced countries that are simultaneously entering the COVID-19 efficacious recovery phase. The United States of America has received an invasion of chaos and imposed economic

sanctions on Russia. These sanctions are in the form of the capitalization of financial institutions owned by Russia in the United States, the imposition of all investment assets and individual property close to the President of Russia, as well as restrictions on Russian debt transactions (Pakpahan, 2022).

After the economic sanctions were imposed, Russia also received sanctions on crude oil from the countries of the European Union and the United States of America. The sanctions on the oil embargo that the European Union and the United States have imposed on Russia will have an impact on the shortage of oil in the world. Because of this, the price of petroleum will increase drastically, as shown by the increase in the price of fuel oil (BBM) in several countries. Indoineisia has also felt the impact of the increase in oil prices, including the increase in the price of non-subsidized fuel such as Pertamina Turboi, Dexlite, and Pertamina Dex in early March 2022 (Aida, 2022).

The day after Russia carried out its invasion of Ukraine, investors reacted negatively to mining stocks in Indonesia. The second to fifth days show that investors are starting to believe in mining's returns. These results also have theoretical implications in that investors tend to react imperceptibly to good or bad news (Afdhal et al., 2022).

Another factor is the government's policy of accelerating the convergence of electric vehicles, which will also have an impact on the demand for nickel production in Indonesia, where the nickel mining area has reached 900 thousand hectares. This is related to nickel as a source of raw material for the manufacture of EV batteries for world electric vehicles, and this program has resulted in the nickel industry being believed to continue to increase in line with the government's policy program to carry out the conversion of these electric-fueled vehicles.

Seeing that there are some of the above phenomena related to the influence of the Coivid-19 pandemic and the Russian invasion of Ukraine and the government's policy of co-inventing electricity vehicles on the share price of the mining sector, researchers feel the need to reassess their significance and this research aims to find out global events such as the Covid-19 pandemic, Russia's invasion of Ukraine, and the government's policy of converting electric vehicles have affected mining stock prices listed on the Indonesia Stock Exchange for the 2018-2022 period with fundamental ratios, namely ROE, EPS, CR and DER.

Brigham and Houston's Return on Equity (ROE) (2010) is the ratio of net income to common equity, measuring the rate of return on investment of common stockholders (Brigham and Houston, 2010). ROE can attract prospective shareholders and management because it can be used as an indicator or measure of Shareiholdeir Value Creation (Munawir., 2002). A high ROE value indicates that the company is able to generate profitable profits for shareholders, and this has the intention of increasing share prices. Some of the previous research results from Ratri (2015), Saleh (2015), Kohansal et al (2013), Wang (2013), Arkan (2016) show that (ROE) has a positive and significant effect on stock prices, while the research results of Riana and Deiwi (2015), Patriawan (2011) and Dianasari et al (2012) who explained that Return On Equity (ROE) has a significant negative effect on stock prices. This can be influenced by inflation that occurred in 2011-2013. Therefore, researchers feel the need to re-investigate the relationship between ROE and mining company stock prices.

Earning per Share (EPS) is also an important factor in determining stock prices. EPS is a ratio that shows how much profit a shareholder gets for each share they own (Darmadji and Fakhruddin, 2012). EPS information is the most basic and useful information for investors because it can describe the company's profit prospects in the future (Tandelilin, 2010).

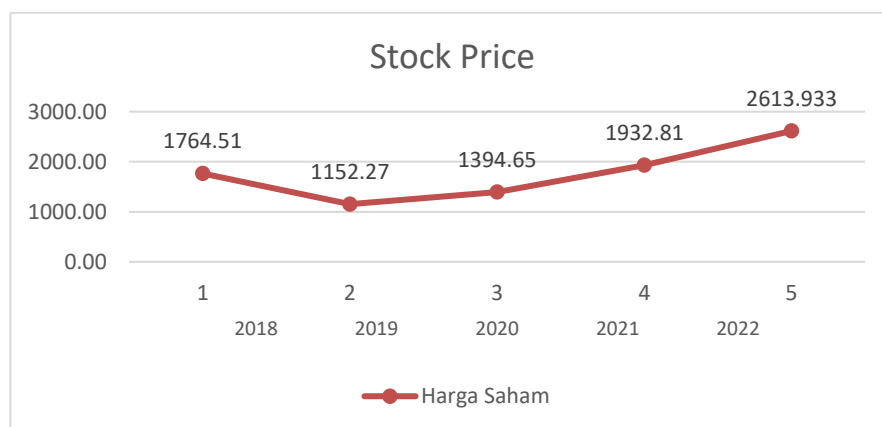
An increase in EiPS indicates an increase in net profit per share, which can stimulate investor interest and has the intention of increasing share prices. Prior to research, Dita (2013), Primayanti (2013), Mgbame and Ikhatua (2013), Menike and Prabath (2014), Earning per share (EPS) has a positive and significant effect on stock prices, Meanwhile Noivasari (2013), Anita and Yadav (2014) Earning Per Share has no significant effect on stock prices.

Kasmir (2019) explains that the current ratio is a ratio to measure a company's ability to pay short-term obligations or debt that is due when billed as a whole. The amount of CR assets owned shows how much current assets are available to cover short-term liabilities that have lapsed. CR can also be said to be

a form to measure the level of safety (margin of safety) of a company. However, the previous research yielded different findings regarding the effect of CR on the share price of mining companies. Therefore, this research will review the effect of CR on stock prices.

This study also uses the Debt to Equity Ratio (DER) as a debt variable that can affect the share price of mining companies. Kasmir (2017) says the debt to equity ratio is the ratio used to assess debt to equity. This ratio is sought by comparing all debt, including current debt, with all equity. This ratio is useful for knowing the amount of funds provided by borrowers (creditors) to company owners. In other words, this ratio functions to find out each individual rupiah of capital that is used as collateral for debt. However, some previous research, similar to that conducted by Susilowati and Turyantoi (2011), showed that the Debt to Equity Ratio (DER) variable proved to have a positive and significant effect on stock returns. These results indicate that there are different considerations based on several surveys. Thus, the greater the value of the Debt to Equity Ratio (DER) will greater the company's dependents.

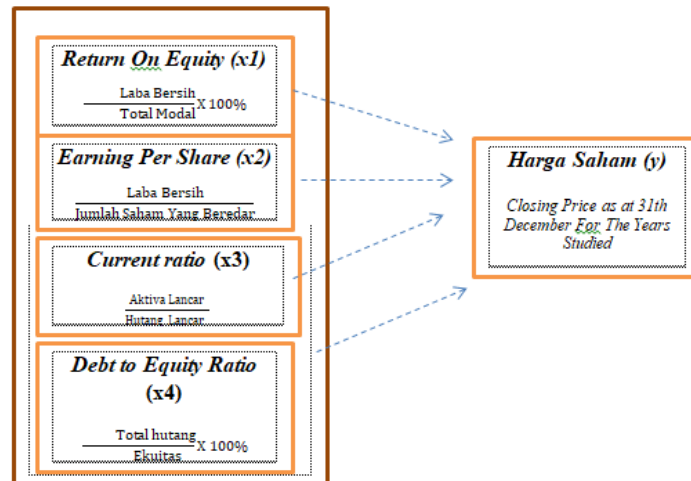
In some of the previous studies that still separated research gaps, the researcher felt the need to re-examine their significance and discuss them again. In addition, this research aims to find out whether fundamental factors such as ROE, EPS, and Current Ratio (CR) can affect the price of mining shares listed on the Indonesia Stock Exchange for the 2018–2022 period:



Source: [www.idx.co.id](http://www.idx.co.id) (processed data)

**Figure 1 Movement of Coal Mining Company Share Prices Registered on the Indonesia Stock Exchange (IDX) for 2018-2022**

Based on Figure 1 above, it can be seen that the average share price for the mining industry on the Indonesia Stock Exchange from 2018 to 2022 has tended to increase, reaching 1764.51 in 2018 and decreasing to 1152.27 in 2019, and since this year, the average share price has continued to increase to reach 2613,933 in 2022. Therefore, in-depth research is needed based on theories to find out what factors can affect changes in stock prices. The purpose of this research is to find out and analyze these fundamental factors regarding the price of mining stocks listed on the IDX for the 2018–2022 period.



Note:



*Parsial*

**Figure 1.2 Theoretical Framework**

## HYPOTHESIS

H1: It is suspected that Return On Equity (ROE) has a positive and significant impact on the price of mining shares listed on the Indonesian Stock Exchange.

H2: It is suspected that Earning Per Share (EPS) have a positive and significant effect on the price of mining shares listed on the Indonesian Stock Exchange.

H3: It is suspected that the Current Ratio (CR) has a positive and significant effect on the price of mining shares listed on the Indonesian Stock Exchange.

H4: It is suspected that the Debt to Equity Ratio (DER) has a negative effect on the stock price of mining companies listed on the Indonesian Stock Exchange.

## II. RESEARCH METHOD

This research uses a verification research method approach, which is a research method that aims to find out the relationship between two or more variables and is used to test the truth of a hypothesis (Sugiyono, 2015). The four variables that will be verified are their effect on mining stock prices, namely Return On Equity (ROE), Earning per Share (EPS), Current Ratio (CR), and Debt to Equity ratio (DER). The population in this study is all mining industry companies listed on the Indonesia Stock Exchange in 2018–2022, namely 57 companies. The sampling technique uses purposive sampling, which is a form of sampling based on certain criteria based on the characteristics of the population. Based on the results of purposive sampling, only 37 companies met the requirements for research. The requirements for the companies used in this research are mining companies that publish consolidated financial statements for the 2018–2022 period and are also actively traded during the 2018–2022 period. The data source used in



this research is secondary data obtained from the Yahoo.Finance and idx.co.id websites. The data analysis technique used in this research is the panel data regression model, using the Eviews application version 12.

Panel data is data that has dimensions of space and time, or a combination of cross-sectional data and timeline series data. Both authors want to identify the advantages of using panel data, as follows:

- a. Panel data estimation techniques overcome data heterogeneity.
- b. Panel data provide more information, more variety, less collinearity between variables, more degrees of redemption, and more efficiency because they combine time series and cross-sectional observations.
- c. Panel data is best suited for studying the dynamics of change.
- d. Panel data is best for measuring and detecting impacts that simply cannot be seen in pure cross-sectional and pure time series data.
- e. Panel data can minimize bias that can occur when aggregating individuals or companies into large aggregations. The data in this research is a combination of timeline seiries data and croiss seictioin data. The time series data covers a five-year research period (2018-2012). Cross section data in this research are mining stocks listed on the Indonesia Stock Exchange, totaling 57 mining stocks. Thus, the panel data regression model specified for this study is as follows:

$$Y = \alpha + \beta_1 X_{1it} + \beta_2 X_{2it} + \beta_3 X_{3it} + \epsilon_{it}$$

Where:

Y = Mining stock price variables

$\alpha$  = Constant (intercept)

$\beta_1, \beta_2, \beta_3$ , = The regression coefficient of each independent variable

X1 = ROE Variable

X2 = EPS Variable

X3 = CR Variable

X4 = Variabel DER

$\epsilon$  = Error term

i = company data

t = Time period data

### III. RESEARCH RESULT AND DISCUSSION

#### 3.1 Research Result

Based on the research conducted, the results are as follows:

Dependent Variable: RETURN_SAHAM				
Method: Panel Least Squares				
Date: 04/03/23 Time: 13:56				
Sample: 2018 2022				
Periods included: 5				
Cross-sections included: 37				
Total panel (balanced) observations: 185				
Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	1.077394	0.073375	14.68346	0.0000
ROE	0.015083	0.054004	2.279304	0.0434
EPS	9.922548	4.139847	2.396840	0.0178
CR	0.013412	0.026374	2.508544	0.0206
DER	-0.029310	0.010351	-2.831694	0.0053
Effects Specification				
Cross-section fixed (dummy variables)				
Root MSE	0.489709	R-squared	0.683147	
Mean dependent var	1.139240	Adjusted R-squared	0.677910	
S.D. dependent var	0.703746	S.E. of regression	0.555064	
Akaike info criterion	1.853233	Sum squared resid	44.36577	
Schwarz criterion	2.566933	Log likelihood	-130.4240	
Hannan-Quinn criter	2.142478	F-statistic	3.794428	
Durbin-Watson stat	1.967936	Prob(F-statistic)	0.000000	

Source: Output Eviews 12 (data processed, 2023)

**Table 3.1 Fixed Effect Model Regression Results**

The results of the Fixed Effect regression in Table 4.4 can be written in an equation model as follows:

$$HS=1.077+0.015(ROE) +9.923(EPS)+0.013(CR) - 0.029(DER)+\epsilon$$

1. A constant value of 1.077 explains that if all the independent variables (ROE, EPS, CR, and DER) are zero, then the stock price is 1.077.
2. The value of the regression coefficient of the ROE variable is 0.015 and is significant. These results indicate that an increase in ROE of 1 will increase the stock price by 0.015, assuming the other independent variables are zero.
3. The value of the regression coefficient of the EPS variable is 9,923 and is significant. With this result, an increase in EPS of 1 will increase the stock price by 9.923, assuming the other independent variables are zero.
4. The value of the regression coefficient of the CR variable is 0.013412 and is significant. With this result, an increase in CR of 1 will increase the stock price by 0.013, assuming the other independent variables are zero.

5. The value of the regression coefficient of the DER variable is -0.029 and is significant. With these results, an increase in DER of 1 will reduce the stock price by -0.029, assuming that other independent variables have a zero value.

**Hypothesis 1: It is suspected that ROE has a positive and significant effect on mining stock prices listed on the IDX.**

The t-statistic value generated in the Fixed Efficiency model is equal to 2.279304 and is significant at 0.0434. At the critical limit of 5%, the hypothesis is accepted, so it is concluded that ROE has a positive and significant effect on the price of mining stocks listed on the IDX.

**Hypothesis 2: It is suspected that EPS has a positive and significant effect on mining stock prices listed on the IDX.**

The t-statistic value generated in the Fixed Effect model is 2.396840 and is significant at 0.0178. At the critical limit of 5%, this hypothesis is accepted, so it is concluded that EPS has a positive and significant effect on mining stock prices listed on the IDX.

**Hypothesis 3: It is suspected that CR has a positive and significant effect on mining stock prices listed on the IDX.**

The resulting t-statistic value in the Fixed Effect model is 2.508544 and is significant at 0.0206. At the critical limit of 5%, this hypothesis is accepted, so it is concluded that CR has a positive and significant effect on the price of mining stocks listed on the IDX.

**Hypothesis 4: It is suspected that DER has a negative effect on mining stock prices listed on the IDX.**

The t-statistic value generated in the Fixed Effect model is equal to -2.831 and is significant at 0.0053. At the 5% critical limit, this hypothesis is accepted, so it is concluded that DER has a negative effect on mining stock prices listed on the Indonesian Stock Exchange (IDX).

### **3.2 Discussion**

#### **3.2.1 Effect of ROE on Mining Share Prices**

Based on the coefficient value and the level of significance, the ROE variable has a positive and significant effect on the price of mining stocks listed on the Indonesia Stock Exchange (IDX). When ROE increases, this indicates that the company is generating profits that are greater than the capital invested by shareholders. This can have a positive effect on the company's share price. Investors will tend to buy shares of companies that have a high ROE because this shows that the company is efficient in generating profits and is able to provide greater returns for shareholders. A high ROE also reflects the company's ability to experience sustainable growth in corporate value. When a company is able to produce coincysteine and a high ROE, the overall company value tends to increase. This is attractive to investors because they can benefit from an increase in the value of their shares. Because of this, the demand for the company's shares has increased, which in turn can lead to an increase in share prices.

This theory is in line with the theory put forward by Fama and French (1992), who concluded that companies with high ROE tend to have better stock performance. The results of this research are in line with Maryono's study (2021), which found that ROE has a significant positive effect on the share prices of coal mining companies in Indonesia. This research indicates that investors generally tend to give more value to companies that are able to generate higher profits than their equity capital. ROE, as a ratio that measures a company's ability to generate profits by utilizing its equity funds, can be an important financial performance indicator for investors.



The results of this research contradict the research of Manullang et al. (2019), which found that ROE has a negative effect on the stock prices of coal mining companies in Indonesia. Meireika concluded that this happened because ROE did not fully reflect the company's performance in meeting the high investment capital requirements and operational costs in this industry. Another study conducted by Chen et al. (2018) shows that ROE has a negative effect on the stock prices of mining companies in China. Their research results show that although ROE is generally associated with good financial performance, this is not always the case in the mining industry, where high production costs and investment risks can lead to low ROE and lower stock prices.

### **3.2.2 The Effect of EPS on Mining Stock Prices**

Based on the value of the coefficient and its significance level, the EPS variable has a positive and significant effect on mining stock prices listed on the Indonesia Stock Exchange (IDX). EPS is a factor that encourages investors to purchase shares. The positive value of the coefficient means that the EPS movement is in the same direction as the share price. This means that EPS will increase, followed by an increase in stock prices.

EPS (Earnings Per Share), or earnings per share, is a measure of a company's financial performance that measures how much profit the company earns per share outstanding. When a company's EPS increases, it can affect its stock price. Basically, if the company has strong profit growth and coincysteine, EPS also tends to increase. A consistent increase in EPS can indicate good financial performance and the potential for higher dividend payments in the future. This can increase the demand for company shares and lead to an increase in share prices. The results of this study are in line with the theory put forward by Benjamin Graham in his 1949 work *The Intelligent Investor* that the concept of the intrinsic value of stocks underlines the importance of analyzing EPS in valuing stock prices. In addition, in the context of the Signaling Theory initiated by Michael Spence (1973), it can be said that information on the increase in mining share EPS in Indonesia gives a positive signal to investors.

The results of this study are in line with the results of research by Nanda (2020), which examines the relationship between EPS and stock prices at gold mining companies listed on the IDX, indicating a positive and significant relationship between EPS and stock prices. However, the results of this study contradict research conducted by Islam et al. (2014), which found that share prices on the Dhaka Stock Exchange do not move as fast as EPS. There are other factors that affect stock price movements, such as macroeconomic factors, microeconomic factors, the role of directors, and company factors.

### **3.2.3 The Influence of CR on Mining Stock Prices**

Based on the positive coefficients and t-statistics produced in the Fixed Effect model, it can be concluded that the Current Ratio (CR) variable has a positive and significant effect on mining stock prices listed on the Indonesia Stock Exchange (IDX). Based on the panel data regression test, the value of the regression coefficient of the positive Current Ratio variable was determined.

In the mining industry, the current ratio can have a positive effect on the company's share price. This is because the mining industry has a high level of risk and requires large amounts of capital to carry out mine exploitation and development activities. Therefore, mining companies that have a high current ratio indicate that they have good liquidity and are able to meet their short-term obligations. Investors will usually be more interested in investing in companies that have a high current ratio because they are considered more stable and have lower risk. This can affect the demand for the company's shares and increase their price, and vice versa.

In the mining industry, where exploration and balancing activities involve large costs, having a low CR may indicate greater financial risk. For example, if a company experiences difficulties meeting its short-term obligations, this can cause delays in bill payments, trigger an increase in interest costs, and damage the company's image in the eyes of the market. Companies with low CR tend to have limitations in terms of making investment decisions. Meireika may not have sufficient resources to finance new projects or grow their business, which can limit the company's growth and make it less attractive to investors. As a result, investors usually prefer to invest in companies that have a high CR because they are considered more stable and have a better ability to meet their short-term obligations. This can increase demand for a company's stock and, ultimately, make its share price higher.

The results of this study are in line with the theory of desire. According to the theory of desire, if a company has a high current ratio, this indicates that the company has sufficient liquidity to meet its short-term obligations, so that the risk of default in paying debts is lower. This reflects the company's financial stability and gives confidence to investors. This result is also in line with research from Yuliani and Prastiwi (2021), which shows a positive relationship between the current ratio and the stock price of manufacturing companies on the Indonesia Stock Exchange.

From the results of this study, it was found that the higher the current ratio of a company, the higher its stock price. Other studies, such as those conducted by Apriani and Situngkir (2021) in Malaysia, also show that CR has a significant positive effect on stock prices. Based on the results of the analysis above, it can be concluded from these studies that the current ratio does have a positive effect on stock prices in the mining industry. The higher the current ratio of a company, the higher the stock price.

### **3.2.4 Effect of DER on Mining Stock Prices**

Based on the positive coefficients and t-statistics produced in the Fixed Effect model, it can be concluded that the Debt to Equity Ratio (DER) variable has a negative effect on mining stock prices listed on the Indonesia Stock Exchange (IDX). The negative value of the coefficient means that the DER movement is not in the same direction as the stock price. When the DER value increases, mining stock prices decrease; conversely, when the DER value decreases, mining stock prices in Indonesia increase. The Debt-to-Equity Ratio (DER) is one of the financial ratios used to measure the level of use of debt by a company in financing its operations compared to its own capital or equity. In the mining industry, companies often require large investments in infrastructure, technology, and mining, so they tend to have high DER ratios. In general, a high DER ratio can indicate that a company uses relatively more sources of funding from debt than its own capital. This condition basically indicates that the company has a higher financial risk because it has to pay loan interest and repay the debt within a certain period of time.

Mining companies need large amounts of capital to balance mining projects. However, these projects often take a long time to generate enough revenue to repay the debt. Therefore, companies that have a high DER ratio tend to be more vulnerable to financial risks, such as default on debt repayments or difficulty obtaining additional financing. This can cause investors to lose confidence in the company and affect its share price. So investors tend to see the DER ratio as an indicator of a company's financial risk. If a company has a high DER ratio, investors may be more skeptical about the company's ability to generate sufficient profits to service its debts. This can reduce investor confidence in the company and affect its share price. Mining companies with high DER ratios may need to pay higher interest on their debts. This can cause the company's capital costs to be higher, thereby reducing the company's profits. Poor financial performance can cause investors to lose interest in the company, which in turn can lower its share price.

The results of this study are supported by the signal theory, which states that financial decisions, including debt levels, can be a signal to the market about a company's condition. Companies that have a

high DER will be considered to have financial problems or an inability to generate sufficient profits to pay debt interest. This can send a negative signal to investors and cause a decline in stock prices. In addition, Myers and Majluf (1984) suggest that companies with high DER may face information asymmetry problems with investors. This can lead to a revaluation of the company and ultimately lower the share price.

This research is in line with that conducted by Firdaus (2020), who tested the relationship between DER and stock prices in mining companies that are not listed on the Indonesia Stock Exchange. The results showed that DER had a significant negative effect on the stock price of mining companies. The results of this research contradict the research conducted by Pambudi (2018), which uses data from mining companies listed on the Indonesia Stock Exchange during the 2008–2012 period. The results of his research indicate that DER has a positive and significant effect on stock prices.

Based on the explanation above, it can be concluded that an increase in the Debt to Equity Ratio (DER) has a negative effect on the stock price of the mining industry. Investors need to look at the DER ratio before investing in a mining company because this ratio provides important information about the company's financial structure. In the mining industry, companies often require large investments and have long business cycles, so financial risks can be greater. Therefore, investors tend to pay close attention to the DER ratio before deciding to invest in a mining company.

#### IV. CONCLUSION

Based on the results of the hypothesis testing and the discussion presented, it can be concluded that the fundamental factors of the ROE, EPS, and CR variables have a positive and significant effect on the mining stock prices listed on the Indonesia Stock Exchange for the 2018–2022 period, while the DER variable has a negative and negative effect. significantly to the price of mining stocks listed on the Indonesia Stock Exchange for the 2018–2022 period. In order to attract investors' interest, managers of mining engineering companies need to pay attention to these factors. ROE and EPS need to be improved through increased operational efficiency and sound financial management. In addition, maintaining a high CR and controlling DER is important to gain investors' trust and increase the company's share price.

Investors who are interested in investing in mining sector companies can use the ROE, EPS, CR, and DER variables as important considerations in making investment decisions. By considering these factors, investors can make more informed decisions and potentially gain better returns on their investment in the mining sector on the Indonesia Stock Exchange.

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## ORGANIZATIONAL CITIZENSHIP BEHAVIOUR MEDIATES LEADERSHIP STYLE AND ORGANISATIONAL CULTURE ON EMPLOYEE PERFORMANCE

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### Abstract

Empirically, the study aims to empirically test (1) the effect of leadership style on employee performance at the Office of Public Works, Spatial Planning, Housing, Tojo Una-Una Regency (2) Effect of Organizational Culture on Employee Performance (3) Effect of Leadership Style on *Organizational Citizenship Behavior* (OCB) (4) Effect of Organizational Culture on *Organizational Citizenship Behavior* (OCB) (5) Effect of *Organizational Citizenship Behavior* (OCB) on Employee Performance (6) Effect of Leadership Style on Employee Performance through *Organizational Citizenship Behavior* (OCB) (7) Effect of Organizational Culture on Employee Performance through *Organizational Citizenship Behavior* (OCB). This type of research is included in Explanatory or Confirmatory Research. Hypothesis testing using PLS-SEM with a sample of 161 respondents consisting of civil servants and non-civil servants. The results of the analysis show that hypotheses 1-5 for direct effect testing and hypotheses 6-7 for indirect effect testing with the provisions of P-Values  $<0.05$  and t-value  $> 1.97$ .

**Keywords:** *Leadership Style, Organisational Culture, Organizational Citizenship Behaviour, Employee Performance.*

### INTRODUCTION

Leadership is one of the factors that can make employee performance better. Discipline is a conscious attitude or willingness of an employee to perform and obey the rules set by the organisation. Employees with good work discipline are expected to be able to carry out and complete the work that is their responsibility effectively and efficiently and on time. In addition, a high leadership style will increase the sense of belonging and strong attachment between organisational members to their organisation so that each member of the organisation will give 100% or even more of their abilities for the realisation of organisational goals and the reliable competence of each member of the organisation in their field of work will improve their performance in order to realize the goals of the organisation.

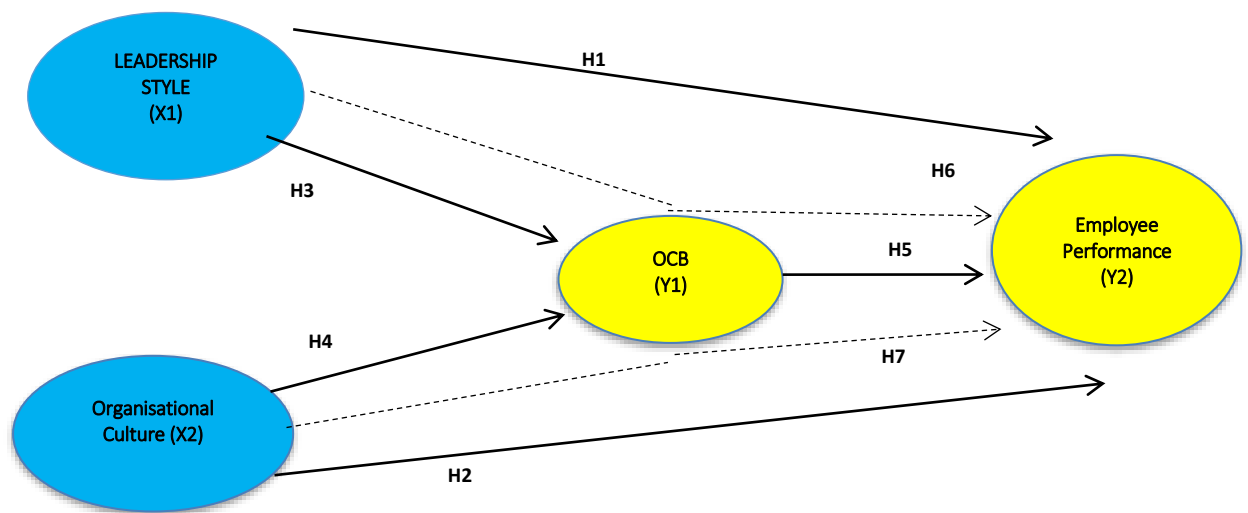
One of the factors that distinguish an organisation from other organisations is its culture. Organisational culture is related to how employees accept organisational cultural values (Fathoni et al, 2021). Studies conducted by Dewi & Trang (2013) results show that leadership style affects employee performance but is not significant.

Successful organisations need employees who will go beyond their formal duties and deliver performance that exceeds expectations. In today's dynamic workplace, where tasks are increasingly done in teams, flexibility is essential. Organisations want employees who are willing to do tasks that are not listed in their job descriptions, the attitude of employee behaviour that is carried out voluntarily, sincerely, happily without having to be ordered and controlled by the company in providing good service is known as *organizational citizenship behavior* (OCB).

One of the goals that organisations always want is for their employees to have good OCB. OCB owned by employees is determined by various factors such as organisational culture, leadership style and competence. The results of Reyfaldi's research (2023) stated that organisational culture with all aspects contained therein does contribute to OCB in employees. Having OCB is more about personal awareness or willingness to behave socially and work

beyond what is expected of fellow employees and the company. So this reflects that having a high organisational culture is one of the things that can lead to OCB behaviour in employees of PT Bujaya Karya Makmur.

Performance is a description of the level of achievement of the implementation of an activity / program / policy (Orocomna *et al*, 2018) in realising the goals, objectives, vision and mission of the organisation as stated in the formulation of an organisation's strategic scheme. In general, it can also be said that performance is an achievement that can be achieved by the organisation in a certain period (Hidayat & Taufiq, 2012). This is in accordance with the concept of performance which is divided into 3 (three) parts, namely individual performance, group performance and organisational performance. The following figure is a framework in this study :



From the description above, the research hypothesis can be prepared as follows:

Hypothesis 1: Leadership style has a significant effect on employee performance

Hypothesis 2: Organisational Culture has a significant effect on Employee Performance

Hypothesis 3: Leadership style has a significant effect on *Organizational Citizenship Behaviour (OCB)*

Hypothesis 4: Organisational Culture has a significant effect on *Organizational Citizenship Behaviour (OCB)*

Hypothesis 5: *Organizational Citizenship Behaviour (OCB)* has a significant effect on Performance

Hypothesis 6: Leadership style has a significant effect on employee performance through *Organizational Citizenship Behaviour (OCB)*

Hypothesis 7: Organisational Culture has a significant effect on Employee Performance through *Organizational Citizenship Behaviour (OCB)*

## RESEARCH METHODS

This type of research includes *Explanatory* or *Confirmatory Research* which explains the relationship between research variables and tests previously formulated hypotheses (Sekaran and Bougie, 2017). The population in this study were all PUPRPKPP offices of Tojo Una-Una Regency totalling 161 people consisting of 73 civil servants and 88 non-civil servants. Furthermore, the sample size based on the requirements for the use of analytical tools, namely PLS-SEM, ranges from 100 to 150. Because the population is known, the sampling technique to be used in this study is the census method based on the provisions put forward by (Sugiyono (2018) which says that: "Saturated sampling is a sampling technique when all members of the population are used as samples. Then the number of samples in this study were 161 respondents.

Verification analysis in this study is used to analyse and interpret the data. Meanwhile, hypothesis testing uses the Partial Least Square (PLS) equation model which analyses a series of dependency relationships between latent variables.

The research consists of latent variables that are measured through dimensions or indicators. The analytical tool used for this research model is the *Structural Equation Model (PLS-SEM)* which will analyse the whole in a single analysis.

*Partial Least Square-Path Modeling* consists of an outer model and an inner model.

#### 1. Outer Model

*Outer model* testing is carried out according to the form of indicators, namely reflective indicators and formative indicators. The reflective indicator model is a loading factor that shows the relationship between the indicator and its construct. In this study, the loading value determined is  $> 0.7$ . If the indicator with a low loading value, it shows that the indicator does not work according to the measurement model. Then Cross Loading which is another value of discriminant validity. The expected value of each indicator has a higher loading on the measured construct compared to the loading value on other constructs.

In addition, there is also *Composite Reliability* which is expected  $> 0.7$  will show internal consistency, namely the high composite reliability value shows the consistency value of each indicator in measuring its construct.

Composite Reliability Formula:

$$pc = \frac{(\sum \lambda_i)^2}{(\sum \lambda_i)^2 + \sum i \text{ var } (\epsilon_i)}$$

Description:  $\lambda_i$  = component loading to the indicator and  $\text{var } (\epsilon_i) = 1 - \lambda_i^2$

#### **Average Variance Extracted (AVE)**

The AVE value is used to calculate the amount of variance captured by the construct compared to the variance arising from measurement error. In this study, the AVE value must be greater ( $> 0.5$ ). AVE formula:

$$AVE = \frac{\sum \lambda_i^2}{\lambda_i^2 + \sum i \text{ var } (\epsilon_i)}$$

#### 2. Inner Model (Structural Model)

In the framework of this research, there are several latent variable models. Based on this model, it can be described as a path diagram shown below.

#### **Description of Research Variables**

data comes from all data related to the object of research, where the data is obtained through respondents' responses to each question in the questionnaire. Then the data will be analysed with frequency and percentage calculations, variable recapitulation based on average values is presented below.

Table 1  
Variable Recapitulation Based on Mean Value

Variable		Mean	Total
Leadership Style (X1)	<i>initiatitng structur</i>	3.36	3.68
	<i>consideration</i>	3.99	
Organisational Culture (X2)	<i>Attention to detail</i>	3.89	4.09
	<i>Outcome orientation</i>	4.04	
	<i>Team Orientation</i>	4.03	
	<i>Aggresivites</i>	4.10	
	<i>Stability</i>	4.11	

Variable		Mean	Total
	<i>Innovation and risk taking</i>	4.14	
	<i>People orientation</i>	4.28	
<b>Organizational Citizenship Behavior (OCB) (Y1)</b>			<b>4.24</b>
<b>Employee Performance (Y2)</b>	<b>Work Quality</b>	<b>4.00</b>	<b>4.00</b>
	<b>Work Quantity</b>	<b>3.46</b>	
	<b>Responsibility</b>	<b>4.17</b>	
	<b>Cooperation</b>	<b>4.08</b>	
	<b>Initiative</b>	<b>4.27</b>	

Based on the table above, it shows that the contribution of the total mean value of the leadership style variable is 3.68, the highest mean value contribution is the *consideration* dimension of 3.99 and the lowest contribution is the *initiatitng structure* dimension, which is 3.36. Furthermore, the total mean value of organisational culture variables is 4.09 with the highest mean value contribution being the people orientation dimension. Meanwhile, the low contribution is the attention to detail dimension, which is 3.89. In addition, the total mean value of the organizational citizenship behaviour (OCB) variable is 4.24. Then, for the total mean value of employee performance of 4.00 with the highest mean value contribution is the initiative dimension of 4.27. Meanwhile, the low contribution is the work quantity dimension of 3.94.

### Data Analysis Results

*Partial Least Square (PLS)* analysis technique will be used for hypothesis testing. The following is the *Inner Model* that was tested:

Research hypothesis testing consists of *direct effects* to answer hypotheses 1-5 and *indirect effects* to answer hypotheses 6-7. Research hypothesis testing is based on looking at the *T-Statistics* value and the *P-Values* value. The research hypothesis is declared accepted if the *P-Values* value  $< 0.05$  or the *t* value exceeds the critical value (Ghozali, 2015) 5% significance level of 1.97.

The hypothesis test results obtained through the inner model are as follows.

**Table 2**  
**Path Coefficient** test results

Hypothesis		Original Sample	T Statistics	P Values	Ket
H1	Leadership Style → Employee Performance	0,296	2,817	0,005	Accepted
H2	Organisational Culture → Employee Performance	0,250	2,775	0,000	Accepted
H3	Leadership Style → OCB	0,157	1,751	0,081	Rejected
H4	Organisational Culture → OCB	0,522	5,875	0,000	Accepted
H5	OCB → Employee Performance	0,314	3,397	0,001	Accepted

H6	Leadership Style → OCB → Employee Performance	0,049	1,436	0,152	Rejected
H7	Organisational Culture → OCB → Employee Performance	0,164	2,941	0,003	Accepted

Based on the table above, the hypothesis test results can be explained as follows:

**Hypothesis 1 testing:** The positive and significant effect of leadership style on employee performance shows a **P value** of  $0.005 < 0.050$  with a  $t$  value of  $2.817 > 1.97$  and an *original sample* value of 0.296 which shows a positive relationship direction. These results indicate that leadership style has a positive and significant effect on employee performance, so hypothesis one is **accepted**.

**Hypothesis 2 Testing:** The positive and significant effect of organisational culture variables on employee performance shows a **P value** of  $0.000 < 0.050$  with a  $t$  value of  $2.775 > 1.97$  and an *original sample* value of 0.250 which shows a positive relationship direction. These results indicate that organisational culture has a positive and significant effect on employee performance, so hypothesis two is **accepted**.

**Hypothesis 3 Testing:** The positive and insignificant effect of leadership style variables on *organizational citizenship behavior* (OCB) shows a **P value** of  $0.081 > 0.050$  with a  $t$  value of  $1.751 < 1.97$  and an *original sample* value of 0.157 which shows the direction of a positive relationship. These results indicate that leadership style has a positive but insignificant effect on employee performance, so hypothesis three is **rejected**.

**Hypothesis 4 testing:** The positive and significant effect of organisational culture variables on *organizational citizenship behavior* (OCB) shows a **P value** of  $0.000 < 0.050$  with a  $t$  value of  $5.875 > 1.97$  and an *original sample* value of 0.522 which shows a positive relationship direction. These results indicate that organisational culture has a positive and significant effect on employee performance, so hypothesis four is **accepted**.

**Hypothesis 5 Testing:** The positive and significant effect of organizational citizenship behavior (OCB) variables on employee performance shows a **P value** of  $0.001 < 0.050$  with a  $t$  value of  $3.397 > 1.97$  and an *original sample* value of 0.314 which shows a positive relationship direction. These results indicate that organizational citizenship behaviour (OCB) has a positive and significant effect on employee performance, so hypothesis five is **accepted**.

**Hypothesis 6 testing:** The positive and insignificant effect of leadership style variables on employee performance through organizational citizenship behavior (OCB) shows a **P value** of  $0.152 < 0.050$  with a  $t$  value of  $1.436 < 1.97$  and an *original sample* value of 0.049 which shows a positive relationship direction. These results indicate that *organizational citizenship behaviour* (OCB) has a positive but insignificant impact on the relationship between leadership style and employee performance, so hypothesis six is **rejected**.

**Hypothesis 7 Testing:** The positive and significant effect of organisational culture variables on employee performance through *organizational citizenship behavior* (OCB) shows a **P value** of  $0.003 < 0.050$  with a  $t$  value of  $2.941 > 1.97$  and an *original sample* value of 0.164 which shows a positive relationship direction. These results indicate that *organizational citizenship behavior* (OCB) has a positive and significant impact on the relationship between organisational culture and employee performance, so hypothesis seven is **accepted**.

## Discussion

### The Effect of Leadership Style on Employee Performance

Leadership is one of the biggest factors that can make the performance of human resources or employees of the company better. One of the traits of a leader based on the theory of leadership traits is that one of them has a higher intelligence than the led. In addition, the type of leadership also affects the employees who are led. Leadership style is the nature, habits, temperament, character and personality that distinguish a leader in interacting with others. Each organisation has its own characteristics or identity, meaning that each organisation has its own personality (Prasada, 2020).



The findings in this research explain that the leadership style applied at the Office of Public Works, Spatial Planning, Housing, Settlement Areas and Land of Tojo Una-Una Regency tends to be situational, which means that leaders adjust their approach according to existing needs and circumstances. This situational approach involves the ability to change leadership style from directive to supportive, or vice versa, based on the specific conditions of the project or challenges faced.

Cahyono (2012) in his journal *Analysis of the Effect of Leadership, Motivation and Organisational Culture on the Performance of Lecturers and Employees at Paywatan Daha University Kediri*. Where the research shows that leadership style has a positive and significant effect on employee performance. In addition, the results of research by Anandita et al (2022) show that leadership style has an effect but has less impact on employee performance at the PUPR Office in Jombang, this is because leaders at the PUPR Office in Jombang are willing to help provide solutions to any problems faced by employees so that it has an impact on employees who strive to use advice in completing work.

The results of an interview with Mr Dr Ilyas, ST, M.Si as Head of the PUPRPKPP Office of Tojo Una-Una Regency explained that it is important to adjust the leadership style to the situation and team needs. Mr Ilyas, ST, M.Si revealed that "I apply a more directive approach when quick decisions are needed, and more supportive when I want active participation from employees. In addition, encouraging collaboration between fields and providing space for employees to contribute to decision-making, especially in projects that involve various stakeholders."

The research findings also explain that by using a flexible leadership style, the Head of Service was able to observe increased productivity among employees. They feel more motivated and engaged in their work. In addition, situational leadership style helps in identifying and developing employees' competencies. By providing appropriate guidance, employees can improve their skills and performance, so employees show higher levels of job satisfaction as they feel supported and recognized in their work. This reduces stress levels and increases work happiness. The results of this research are also supported by the results of research by Hamzah *et al* (2023) which explains that there is an influence of situational leadership style variables on employee performance. The results of regression testing show that there is an influence between situational leadership style on employee performance. The positive regression coefficient of the support variable indicates that an increase in the value of situational leadership style will increase the value of employee performance.

### **The Effect of Organizational Culture on Employee Performance**

Conceptually, according to Soetopo (2010) states that organizational culture is the personality of the organization that influences the way individuals act in the organization. Another definition according to Hakim (2011) defines organizational culture as a system of shared values and beliefs that interact with the people of a company, organizational structure and supervisory system to produce norms of behavior.

The results in this study indicate that Organizational Culture at the PUPRPKPP Office of Tojo Una-Una Regency has a positive and significant effect, the reason is because at the PUPRPKPP Office of Tojo Una-Una Regency every employee is free to give opinions in an organization, and the organization appreciates every employee who provides ideas to develop an organization, so that employees are very comfortable or brave when giving ideas or suggestions for organizations or companies that make employee performance enthusiastic and comfortable. An organization or company will need employees who have good performance. Good performance will certainly be supported by all the facilities provided by the organization or company. The results in this study are in line with research conducted by Anandita *et al* (2022) which examines the effect of leadership style and organizational culture on employee performance at the Jombang Public Works and Spatial Planning Office. Partial test results show that organizational culture has a positive and significant effect on employee performance at the Jombang Public Works and Spatial Planning Office.

It is explained in the findings of this research, that the *people orientation* dimension in the organizational culture variable is the dimension that contributes most to improving the

performance of employees of the PUPRPKPP Office of Tojo Una-Una Regency. This is because a people-oriented organizational culture will create a positive and supportive work environment. Such an environment can reduce stress and increase morale, which has a positive impact on overall performance. Then, when employees feel cared for and valued by the organization, they tend to be more motivated to perform well. This can increase their job satisfaction, which in turn increases work productivity and efficiency. In the context of the Tojo Una-Una Regency PUPRPKPP Office, which is responsible for public works and spatial planning, having motivated, skilled, and committed employees is critical to running infrastructure projects and public services efficiently and effectively. Therefore, the people orientation dimension greatly contributes to improving employee performance in this office.

### **The Effect of Leadership Style on Organizational Citizenship Behavior (OCB)**

Leadership style is one of the important factors that usually affects *Organizational Citizenship Behavior* (OCB) in an organization. However, in some cases, the effect of leadership style on OCB can be insignificant. The findings of this research explain that the situational leadership style at the PUPRPKPP Office of Tojo Una-Una Regency results in employees having difficulty adjusting, so the positive impact of certain leadership styles is not felt. In organizations with a strong and established culture, the culture will have more influence on employee behavior than individual leadership styles. Employees tend to follow organizational cultural norms rather than adjust to changing leadership styles.

In addition, the results of the author's observations also reveal several factors that cause the insignificant influence between leadership style and *organizational citizenship behavior* (OCB) are: (1) dominant organizational culture, this means that if the organizational culture at the PUPRPKPP Office of Tojo Una-Una Regency is very strong and has been embedded in every employee, this culture may have a greater influence on OCB than individual leadership styles. In this case, organizational norms and values are more dominant in influencing employee behavior than their interactions with direct leaders. (2) homogeneous leadership, if leadership styles in the PUPRPKPP Office tend to be uniform or not very diverse, then variations in leadership are not large enough to show significant differences in OCB. All leaders may apply similar approaches so the effect is insignificant. (3) other factors are more dominant: Other factors such as organizational structure, policies and procedures, reward systems, and individual employee characteristics (e.g., intrinsic motivation and commitment to work) may have a greater influence on OCB than leadership style.

In line with the research of Kirana et al (2023), it shows that there is no positive and significant effect of leadership on *organizational citizenship behavior* in State Civil Apparatus Employees (ASN). Leadership is assessed by respondents stating "the boss has a good relationship with me" with an average of 4.28 higher than the other averages. The lowest answer was those who stated "the boss strictly supervises me in carrying out my duties" with an average of 3.91. Furthermore, this research is also in line with research conducted by Maulana et al (2022) showing that leadership has no significant effect on *organizational citizenship behavior*. However, it is contrary to (Danubrata & Khasanah, 2021; Ermina Sari et al, 2021) which shows that leadership has a positive and significant effect on *organizational citizenship behavior*.

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In line with the research of Kirana et al (2023), it shows that there is no positive and significant effect of leadership on *organizational citizenship behavior* in State Civil Apparatus Employees (ASN). Leadership is assessed by respondents stating "the boss has a good relationship with me" with an average of 4.28 higher than the other averages. The lowest answer was those who stated "the boss strictly supervises me in carrying out my duties" with an average of 3.91. Furthermore, this research is also in line with research conducted by Maulana *et al* (2022) showing that leadership has no significant effect on organizational citizenship behavior. However, it is contrary to (Danubrata & Khasanah, 2021; Ermina Sari et al, 2021) which shows that leadership has a positive and significant effect on *organizational citizenship behavior*.

### **The Effect of Organizational Citizenship Behavior (OCB) on Employee Performance**

OCB is employee behavior that exceeds the demands of their job, such as helping colleagues, personal initiative, and proactive attitudes that are not directly measured by the formal performance appraisal system. Meanwhile, employee performance is usually measured based on target achievement, productivity, efficiency, and work results in accordance with the standards set by the organization. Based on the results of the author's observations, analyzing the factors that influence the relationship between OCB and performance at the PUPRPKPP Office of Tojo Una-Una Regency are: (1) Based on the results of the author's observations, analyzing the factors that influence the relationship between OCB and performance at the PUPRPKPP Office of Tojo Una-Una Regency are: (1) the existence of cooperation between employees who show OCB tends to help their coworkers without expecting direct rewards. For example, helping colleagues who are struggling with tasks or sharing important information. (2) There is better team collaboration, which speeds up the completion of complex tasks, and increases project effectiveness. (3) The proactive attitude of employees who can create new solutions to challenges faced by the PUPRPKPP Office, improving productivity and service quality. Employees who engage in OCB tend to be more committed to organizational goals, which increases involvement and participation in organizational activities. Furthermore, OCB can also encourage employees to carry out additional tasks that are not included in their job descriptions, which can increase overall operational efficiency.

Research by Gus, A & Aysa (2023) shows results that are in line with this research, namely *organizational citizenship behavior* (OCB) has a positive and significant effect on employee performance at the Manpower and Transmigration Office of West Sumatra Province. Then, Novelia (2020) with the title "The Effect of Organizational Commitment and Organizational Citizenship Behavior (OCB) on Employee Performance (study on nursing staff of Dr. Soegiri Lamongan regional general hospital)" the results of the study were proven by the significant value of the organizational commitment variable of 0.307%.

### **The Effect of Leadership Style on Employee Performance through Organizational Citizenship Behavior (OCB)**

The findings of this research, explaining that leadership style has no significant effect on employee performance through OCB at the PUPRPKPP Office of Tojo Una-Una Regency can be caused by various factors, including a less comprehensive performance appraisal system, an unsupportive organizational culture, variations in leadership style, and the relevance and recognition of OCB.

Later research observations also revealed that without adequate recognition and rewards from leaders, employees will not be motivated to perform OCB, resulting in minimal impact on overall performance. In addition, OCB is not directly related to the main task so that the OCB performed by employees is irrelevant or has no direct impact on their main tasks. For example, helping a coworker in a task that is not related to the main target of the office will not directly affect the performance assessment.

The results of this study are not in line with Zakawali & Sri Nawatmi (2023) who concluded that in the relationship between Leadership Style and Employee Performance, OCB variables have a role. Leaders in this study play an active role in encouraging employee performance with various methods to encourage OCB behavior. Employees can benefit from periodic training on OCB. In addition, clear leadership is needed; with effective leadership, employees can easily do a good job.

### **The Effect of Organizational Culture on Employee Performance through Organizational Citizenship Behavior (OCB)**

Organizational culture serves as a driving force to improve work quality. A good organizational culture serves to strengthen the company's internal integration in order to obtain high productivity, with this strong organizational culture the company can improve its performance (Huda & Farhan, 2019). According to Azhari & Priyono (2022) *Organizational Citizenship Behavior* is an individual contribution that goes beyond the demands of roles at work such as helping others, volunteering for additional tasks, complying with rules and procedures at work.

Generally, a positive and strong organizational culture is expected to increase OCB among employees. High OCB is often associated with improved employee performance. In line with the findings of this research revealing that in the case of the PUPRPKPP Office of Tojo Una-Una Regency it was found that organizational culture has a significant effect on employee performance through OCB, there are several explanations based on the observation that: (1) The Collaborative Culture applied at the PUPRPKPP Office of Tojo Una-Una Regency can encourage collaboration and cooperation between employees which can create an environment where employees feel comfortable helping each other, this encourages OCB behavior such as altruism, which increases team and organizational productivity. (2) The Innovative Culture that exists at the PUPRPKPP Office of Tojo Una-Una Regency makes employees more willing to take initiatives and provide new ideas. OCBs such as personal initiative become more common, which contributes to increased work efficiency and effectiveness. (3) The Supportive Work Culture at the PUPRPKPP Office of Tojo Una-Una Regency shows a supportive work environment, where employees feel safe and valued, encouraging OCB behaviors such as politeness and sportsmanship. This reduces conflict and improves relationships between employees, which has a positive impact on performance. (4) There is a culture of appreciation and recognition at the PUPRPKPP Office of Tojo Una-Una Regency. This means that organizations that recognize and value employee contributions can increase job satisfaction. Satisfied employees tend to show more OCB, such as helping coworkers or going the extra mile without being asked, which improves overall performance. The results of this study are in line with the results of research from Baihaqi & Saifudin (2021) that organizational culture has a significant effect on employee performance mediated by *Organizational Citizenship Behavior*.

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## **THE INFLUENCE OF INFORMATION TECHNOLOGY AND TRAINING ON EMPLOYEE PERFORMANCE THROUGH COMPETENCE**

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### **Abstract**

This study aims to assess and analyze the effect of information technology on competence, the effect of training on competence, the effect of competence on employee performance, the effect of information technology on employee performance, the effect of training on employee performance through competence, and the effect of training on employee performance through competence.

The research in question is quantitative. There were 47 participants in this study who were employees of the Tora Belo Regional General Hospital in Sigi Regency. The SEM-PLS approach was used to conduct hypothesis testing, and the descriptive analysis method was used to analyze the data.

Competence has a substantial and favorable influence on employee performance, as shown by the analysis results. In addition, employee performance is significantly and favorably affected by information technology. However, training has a minimal and adverse effect on employee performance. In addition, employee competencies facilitate the favorable and substantial impact of information technology on employee performance. Employee performance is significantly and directly influenced by training, which is also influenced by the level of competence.

**Keywords: Information Technology, Training, Competence, Performance**

### **INTRODUCTION**

Riwukore (2021) defines human resources as the group of individuals employed by an organization or company and usually referred to as laborers, employees, or staff. Personnel are considered a valuable asset, and their actions substantially affect the goals of the organization. The efficiency of an organization is closely related to its human resources. Gibson (2017) suggested in Kahpi et.al. that organizations should prioritize performance as an important factor. This is due to the fact that performance has a direct impact on the achievement of organizational goals and progress, which is crucial for survival in a globally competitive environment characterized by volatility and frequent fluctuations. Employees' performance is assessed based on the quantity and quality of work they complete in carrying out their duties. It is expected that employee effectiveness will be enhanced by improving the quality of human resources. Access to training, employee proficiency, and utilization of information technology are important components that influence employee success.

Tora Belo Regional General Hospital, located in Sigi Regency, is a government institution that provides health services to the local community. The hospital is classified as a class C facility. Health institutions are obliged to provide health services

that require a large amount of knowledge. Therefore, continuous knowledge development requires the implementation of an organizational learning strategy. Moreover, it is imperative to consistently improve one's understanding to foster the long-term growth of every internal component within the organization. Tsai's event at Cornelius is scheduled to take place in 2023.

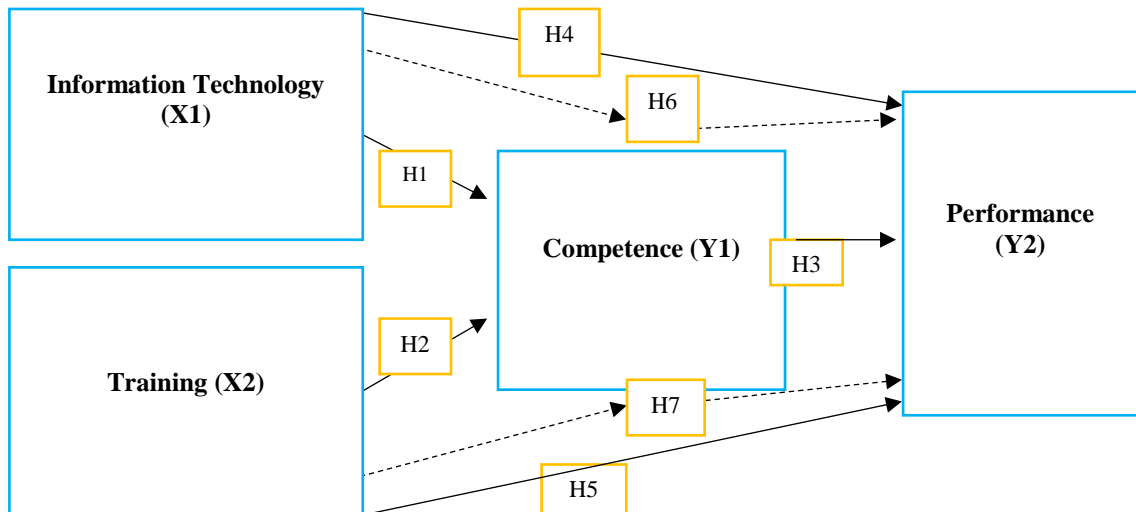
Significant insight into information technology variables was gained through interviews and observations conducted at Tora Belo Regional General Hospital, particularly during an interview with an employee identified as NR. Research has indicated that employees may experience confusion as a result of software updates, especially if they are not familiar with the changes. Therefore, it is imperative to provide training to employees to address this issue. In addition, NR revealed that some non-medical staff members at Torabelo Hospital did not receive training. As a result, there were no alternative options available to fulfill certain employees' responsibilities if they were unable to report to work. In addition, NR observed that the individuals selected for training did not match their areas of expertise. As a result, their ability to apply and disseminate the knowledge and skills they had acquired during training was compromised, hindering the achievement of training objectives.

One of the many obstacles in human resource management in Sigi Regency is the state of NR. The lack of alignment between the competencies employees have and the training they have received is a frequent problem. The job requires a high level of proficiency in the ever-evolving field of information technology. Evaluating training programs that are consistent with the overall competencies of its personnel is the responsibility of RSUD Tora Belo as a government organization. This involves selecting training materials that are simple and easy for employees to implement. An example of this occurred on March 13-15, 2024, when the Ministry of Communication and Information Technology, in collaboration with the HR Development Agency, held a training session on Office applications. The main objective of the program was to provide students with the necessary skills to effectively operate applications such as Microsoft Word and Excel. This example can be further expanded to include information technology training provided by various government entities, with special emphasis on Tora Belo Hospital. It is important to emphasize the importance of basic information technology training, as this training has the potential to reach a diverse audience that includes different age groups and educational backgrounds.

The effectiveness of individuals who have a deep understanding of information technology can be substantially improved through the implementation of effective training and the provision of adequate resources. Beneficiary satisfaction will be closely linked to improved staff competence through training. The implementation of time management services has the potential to enhance the reputation of the administering agency and increase public satisfaction with employee performance. This is particularly important given the large number of patients in the hospital and the accumulation of queues every day. Another lingering problem is the absence of punctuality, as some employees often arrive at the office after the appointed time. Prompt and accurate recording of patient conditions, presentation of laboratory data, such as medical test results, and provision of front desk services are all hampered by

this. Employee tardiness often hampers the prompt and comprehensive presentation of laboratory data, which includes medical examination findings and patient status information, resulting in significant delays.

It is critical to implement measures that serve as deterrents or punishments for medical and non-medical personnel to address the widespread problem of tardiness. It is critical for leaders and authorities to consistently reinforce and oversee preventive measures in order to effectively enforce them and improve staff productivity. Dedication and consistency are necessary.



**Figure 1. Research Framework**

Based on the research conceptual framework above, the research hypothesis can be formulated as follows:

- H1: "Information technology has a positive and significant effect on employee competence at Tora belo Hospital, Sigi Regency."
- H2: "*Training has a positive and significant effect on employee competence at Tora belo Hospital, Sigi Regency.*"
- H3: "Competence has a positive and significant effect on employee performance at Tora belo Hospital, Sigi Regency."
- H4: "Information technology has a positive and significant effect on employee performance at Tora belo Hospital, Sigi Regency."
- H5: "*Training has a positive and significant effect on employee performance at Tora Belo Hospital, Sigi Regency.*"
- H6: "Information technology has a positive and significant effect on performance through employee competence at Tora belo Hospital, Sigi Regency."
- H7: "*Training has a positive and significant effect on performance through employee competence at Tora belo Hospital, Sigi Regency.*"

## METHODS

This research uses a quantitative approach. Sarwono (2009) argues in Kornelius (2023) that the quantitative approach specifically focuses on variables that are the main subject of research. In addition, it is important to implement and understand these variables within a

broader framework. This research was conducted at Tora Belo Regional General Hospital in Sigi Regency. Data was collected by administering a survey to workers at Tora Belo Regional General Hospital in Sigi Regency. The survey was conducted online using Google Forms. For this study, 47 samples were collected using saturated sampling methodology, which is sometimes referred to as the census method.

Data analysis in this study was carried out using SmartPLS 4.0 software, which is specifically intended for Partial Least Square (PLS) analysis, within the framework of the Structural Equation Model (SEM) approach. The data analysis approach in the Structural Equation Model (SEM) includes hypothesis testing, outer model testing, and inner model testing.

## RESULTS AND DISCUSSION

### 1. Results

The user intends to use SmartPLS version 4.0 to conduct hypothesis testing using structural equation model analysis. 5% is the significance level corresponding to the critical t-value of 1.96 in hypothesis testing. A coefficient is considered significant if the p-value is less than the significance level. The subsequent results are related to the investigation of direct and indirect effects.

**Table 1. Results of Direct and Indirect Effects**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
TI (X1) -> KM (Y1)	0,329	0,309	0,122	2,690	0,004
TR(X2) -> KM(Y1)	0,373	0,405	0,148	2,513	0,006
KM (Y1) -> KP (Y2)	0,504	0,508	0,127	3,973	0,000
TI(X1) -> KP(Y2)	0,422	0,416	0,106	3,985	0,000
TR(X2) -> KP(Y2)	0,095	0,108	0,099	0,955	0,170
TI (X1) -> KM (Y1) -> KP (Y2)	0,166	0,154	0,069	2,408	0,008
TR(X2) -> KM(Y1) -> KP(Y2)	0,188	0,205	0,094	1,991	0,024

Source: Data processed (2024)

### 2. Discussion

#### 1. The Effect of Information Technology on Competence

The results of hypothesis testing show that information technology has a significant and beneficial impact on personnel efficiency at Torabelo Regional General Hospital located in Sigi Regency. The findings of this study are in line with research conducted by Anhara et al. (2023), which showed that information technology has a substantial and favorable impact on competence. Tora Belo Hospital will continue to utilize information technology to improve the productivity of its staff and encourage ingenuity in its activities.

Information technology has had a dramatic impact on several parts of life by greatly enhancing the skills and abilities of people in various sectors. Information technology greatly improves and accelerates the accessibility of information and knowledge. In today's digital age, an important skill to have is proficiency in information technology. Employees can improve the efficiency of their workplace by developing the ability to adapt to new technologies, understand the core concepts of information technology, and use software and hardware



effectively. Therefore, it is imperative for Tora Belo Hospital and its staff to embrace information technology to improve efficiency and maintain their competitiveness in today's digital world.

## **2. Effect of *Training* on Competence**

The results of hypothesis testing indicate a significant and positive relationship between employee competence and training at Torabelo Regional General Hospital, Sigi Regency. The results of this study are consistent with research conducted by Purnomo et al (2022), showing that training has a substantial and beneficial effect on employee competence. In line with this, Kahpi et al (2017) identified a statistically significant and strong correlation between training and competence. This suggests that organizations interested in improving employee competencies can benefit significantly from the implementation of training programs. Training is essential for employees at RSUD Tora Belo to effectively carry out their assigned responsibilities by providing them with specialized knowledge and skills. Employees at RSUD Tora Belo can improve their technical and non-technical abilities as well as gain a comprehensive understanding of certain topics by participating in training. This ensures that employees are informed about the latest technological advancements and can integrate them into their work, especially in the digital age.

## **3. The Effect of Competence on Employee Performance**

Hypothesis testing conducted at Torabelo Regional General Hospital in Sigi Regency shows a significant and favorable relationship between employee performance and competence. The findings of this study are in line with research conducted by Anggriani (2022), which shows that competence has a substantial and beneficial effect on employee performance. According to Indriyani & Dewi (2020), competence has a significant and beneficial effect on employee performance.

Proficiency in areas of knowledge, skills and mindset are essential to carry out certain responsibilities effectively. Employees at Tora Belo Hospital who demonstrate competence are more likely to complete their responsibilities quickly and effectively, as they have the experience and understanding necessary to perform tasks quickly and accurately. The reason for this is because employees' performance is significantly improved by their high level of competence.

The staff at Tora Belo Hospital demonstrate an exceptional level of expertise, which leads to improved quality of work. They have the ability to solve problems efficiently, adjust to change, find job satisfaction, and increase the credibility and trust of the organization. Therefore, it is imperative for RSUD Tora Belo to continuously improve employee performance by encouraging the growth of staff skills and abilities .

## **4. Effect of Information Technology on Employee Performance**

Hypothesis testing shows that information technology has a significant and positive effect on employee performance at Torabelo Regional General Hospital, Sigi Regency. The results of this study are consistent with research conducted by Anhara (2023), which shows that employee performance is significantly and positively influenced by information technology. This implies that employee performance can be improved through the effective use of information technology.

At Tora Belo Hospital, personnel efficiency, productivity, and overall performance improved as a result of the automation of routine manual tasks, made possible by information technology. Information technology allows employees to easily access the resources and information they need to fulfill their responsibilities. At Torabelo Hospital, information technology substantially improves employee performance by providing tools and platforms that assist individuals in their work, thereby increasing efficiency and production. Information technology enables employees to devote more time to strategic tasks.

The efficiency of communication and cooperation among personnel at Tora Belo General Hospital is improved by information technology. Even when personnel are geographically dispersed, video conferencing services such as Zoom and Google Meet facilitate efficient communication. This ensures timely dissemination of information, facilitating quick retrieval and response to any issues, while optimizing efficiency and cost-effectiveness.

#### **5. Effect of Training on Employee Performance**

The results of hypothesis testing show that training has no impact on employee performance at Torabelo Regional General Hospital, Sigi Regency. The findings of this study contradict research conducted by Purnomo et al. (2022), which states that training has a large and beneficial impact on employee performance.

The results of this study are in line with research conducted by Tuhouloula (2022), which suggests that employee performance is not affected by employee training. Employee performance is not influenced by the implementation of training that employees undergo. The results of this study indicate that the efficacy of Tora Belo Hospital employees is not directly influenced by the training.

In an interview with an employee at Tora Belo Hospital with the initials NR, it was stated that the training carried out did not match the competencies of the employees, resulting in the ineffective application of the skills and knowledge acquired during the training. As a result, the training did not result in substantial improvements in employee performance, despite the time and resources that had been allocated to the training. Employee performance does not improve as a consequence of the mismatch between job requirements and the skills taught during training.

#### **6. The Effect of Information Technology on Employee Performance Mediated by Competence**

The results of hypothesis testing show that information technology has a beneficial and substantial effect on employee performance through competence. The findings of this study suggest that competency can act as an intermediary between information technology and employee performance. This finding indicates that the implementation of modern information technology at Tora Belo Hospital will improve employee performance by encouraging better competence. The findings of this study are in line with the conclusions of Anhara et al. (2023), who found that information technology has an impact on employee performance through the mediating variable of competence.

Skill utilization is supported by advances in information technology. As a result, if employees perceive an increase in the level of information technology, their confidence in their capacity to carry out work will also increase.

RSUD Tora Belo's information technology department enhances staff competencies by providing tools and software that improve daily job performance. Information technology optimizes collaboration, task allocation and overall workforce efficiency. Employees' expertise in utilizing information technology ensures that they can manage time and resources efficiently and minimize potential errors, thus positively impacting their performance.

Employees with high levels of competence are more adaptable to change, able to create innovations, and able to solve challenges quickly. In addition, they have superior skills in both individual and collaborative work. Therefore, companies that use information technology see an increase in operational efficiency and improved employee performance supported by competence.

#### **7. The Effect of Training on Employee Performance Mediated by Competence**

The seventh hypothesis test results show that training significantly and statistically affects employee performance by improving their competencies. The results of the investigation show that competence serves as a mediator in the correlation between employee

performance and training. This implies that employees' competencies will increase through training, which in turn will contribute to improved performance. The results of this study are consistent with research conducted by Purnomo et al. (2022), which shows that training serves as an intervening factor that affects employee performance by influencing their competence. Employee performance is influenced by the level of competence influenced by training. It can be concluded that training indirectly affects employee performance by improving their competence.

The fifth hypothesis (H5) of this study investigated the direct effect of training on employee performance at Tora Belo Hospital. For this hypothesis, the t-statistic value was 0.955, which is less than the threshold of 1.96. Therefore, the hypothesis was rejected. In contrast, the seventh hypothesis (H7) investigated the indirect impact of training on employee performance through competencies. The value of this hypothesis is 1.991, which is greater than 1.96. As a result, this hypothesis is accepted. Consequently, this illustrates that training has an indirect influence on employee performance through improving competencies, but not a direct influence.

This suggests that training alone is not enough to improve employee performance; competencies are required to facilitate performance improvement. Therefore, it can be concluded that employee performance will improve when they have a high level of competence and receive training that enables them to perform their responsibilities effectively. Training is essential as it can improve employee performance by enhancing employee competencies. It is beneficial to implement training sessions on an ongoing basis to achieve this goal. Therefore, the skills acquired through training serve as the link that connects training to improved employee performance. Ultimately, employee performance improves as a result of employees' increased ability to utilize their training, leading to a more proactive approach to their day-to-day responsibilities.

## CONCLUSIONS

Information technology has a direct and substantial impact on employee performance. Training also has a direct and substantial impact on competence, which in turn has a direct and substantial impact on employee performance. In addition, information technology indirectly affects employee performance by improving competencies. However, training does not have a direct and substantial impact on employee performance, but indirectly affects it through competencies. The research and debate is now over.

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# THE INFLUENCE OF ACADEMIC SERVICE QUALITY ON STUDENT SATISFACTION MEDIATED BY TUITION FEES

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## Abstract

This study means to look at and dissect the impact of scholastic assistance quality on understudy fulfillment interceded by educational expenses at the Tadulako College Postgraduate program in Palu City. Questionnaires were distributed to students for data collection. The participants in this study were master's and doctoral students enrolled in Tadulako University's Postgraduate Program in Palu City during the 2023–2024 academic year. The inspecting method utilized likelihood examining. deciding the quantity of tests utilizing the slovin equation and got an example of 100 individuals as respondents. Using Smart-PLS 4.0 software, the measurement model (outer model) and structural model (inner model) are evaluated as part of the data analysis technique, which makes use of descriptive statistical analysis and partial least square (PLS) analysis. The outcomes showed that the nature of scholarly administrations affected understudy fulfillment, getting a way coefficient worth of 0.483 and a P-worth of 0.000. The immediate impact of scholastic help quality on educational expenses has a way coefficient worth of 0.564 and a P-worth of 0.000. The path coefficient and the P-value for the direct effect of tuition fees on student satisfaction were 0.366 and 0.000, respectively. The academic service quality variable has a path coefficient value of 0.207, a P-value of 0.00, and an upsilon  $v$  value of 0.898, all of which indicate that tuition fees have a significant indirect impact on student satisfaction.

**Keywords:** Academic Service Quality, Student Satisfaction, Tuition Fees.

## INTRODUCTION

Advanced education is a foundation for advanced education that plans to teach the country's life. The world of education has always accompanied the times up until this point, ensuring that the quality of education continues to rise and that the rapid development of technology can be balanced with the rapid development of education. Utilizing BAN-PT quality standards and looking at the quality map of Indonesian universities is still not encouraging. According to BAN-PT data as of August 2023, 66 universities in Indonesia are accredited A institutions. In any case, colleges in Indonesia know about this and consistently endeavor to work on the nature of schooling in accomplishing a superior nature of training and as per the norms given by the public authority by the Public License Board for Advanced education (BNPT).

Tadulako College in Palu City is a state college and has been laid out starting around 1981 whose presence is situated in Focal Sulawesi, unequivocally in Palu City. The Tadulako University Postgraduate program currently offers 24 study programs, including doctoral degrees in science education, social science, economics, agricultural science, civil engineering, master of rural development, master of agricultural sciences, master of English, master of English language, master of mathematics, master of history, master of physical education, master of public administration, master of communication science, master of management, master of accounting, master of law, master of agribusiness, master of chemistry, master of economics and public health, and master of The following is the



number of students enrolled in Tadulako University's master's and doctoral postgraduate programs for the academic years 2022/2023 to 2023/2024, as described in this description:

**Table 1: Number of expert and doctoral program understudies for the scholastic year 2022/2023 to 2023/2024**

Academic Year	Number of Understudies	
	Magister's Program	Doctoral Program
2022/2023	681	94
2023/2024	343	78

The Postgraduate College of Tadulako in Palu City understands that opposition in the realm of training is extremely serious. The Postgraduate College of Tadulako generally endeavors to work on a positive picture to the local area in working on a decent picture by giving fulfillment to understudies. The Postgraduate Party of Tadulako University, a service provider that provides academic services to students, provides academic services to students. "Students are primary customers, because students directly experience products and services and participate in their production and presentation," states (Latjinala et al., 2024). The expression "impact" implies that understudies straightforwardly notice and use the administrations or administrations given by colleges. Students are the primary customers in higher education, and they expect friendly, safe, quick, and accurate services. As a result, academic services were created in response to the needs, desires, and expectations of students.

Scholastic administrations at Tadulako College Postgraduate Program are an essential piece of all instructive exercises did. Scholastic exercises are an issue that needs consideration from all parts associated with the improvement of the Postgraduate Program at Tadulako College. The physical evidence, dependability, responsiveness, assurance, and empathy dimensions of service quality proposed by Parasuraman, Zeinhaml, and Berry (Tjiptono, 2002) are relevant to academic services. It is impossible to rule out tuition fees because tuition fees are one of the factors that can affect student satisfaction and are a factor that supports the quality of academic service.

The point of view of a quality instructive organization is the accessibility of supporting offices and foundation as a necessity for the method involved with accomplishing a compelling growing experience. The accessibility of framework offices is one of the variables supporting the most common way of accomplishing instructive objectives. Based on this description, researchers are interested in conducting research related to the Effect of Academic Service Quality on Student Satisfaction mediated by Education Costs at the Postgraduate Program of Tadulako University in Palu City. In addition, optimizing the use of infrastructure facilities will support the process of achieving goals effectively and efficiently.

## LITERATURE ANALYSIS

### Quality of Academic Services

As per (Anastasya, D., 2001), recommend that scholastic administrations are instructive administrations that are straightforwardly connected with essential clients, to be specific understudies from tertiary foundations which incorporate educational plan, schedule, instructive quality plan, course materials, assessment, practicum, and direction to understudies. In addition, (Lupiyoadi, 2016) identifies the following five indicators for measuring service quality (SERVQUAL):

#### 1. Physical evidence

The condition of academic facilities and their availability are tangible indicators of the services provided by service providers and institutions or colleges and the environment they are located in (Lupiyoadi, 2016: 234).

## 2. Reliability

Unwavering quality is the capacity of an establishment or school to offer types of assistance as guaranteed precisely and dependably, and illuminate its administrations as per the concurred time, for example, practicality of administration, exactness of administrations that are important and on a case by case basis (Lupiyoadi, 2016: 234).

## 3. Responsiveness

Responsiveness is a responsive attitude to help and provide fast service to customers, with clear information delivery, because if you let students wait without a clear reason it causes a bad view of service quality. Therefore, it must provide definite information (Lupiyoadi, 2016: 234).

## 4. Assurance

Confirmation is the information, kindness, capacity of teachers, and staff workers of advanced education establishments to have the option to encourage understudies' confidence in advanced education. To have the option to cultivate a feeling of confidence in advanced education comprises of a few parts, to be specific correspondence, validity, security, skill, and graciousness (Lupiyoadi, 2016: 234).

## 5. Empathy

Empathy is the provision of individual or personal attention given to students by trying to understand desires, where institutions or colleges are expected to have understanding and know about students, namely understanding specific student needs, and having a comfortable operating time for students (Lupiyoadi, 2016: 234).

## Tuition Fees

Bastian (2015: 339), defines education costs as "sacrifices of economic resources measured in units of money" that have taken place or are likely to take place for a particular purpose. Education financing is the process of putting money and other resources toward the creation and operation of educational activity programs. In addition, according to Supriadi (2010: 3), one of the instrumental input components that is very important in the implementation of education is the cost of education. One of the resources that directly support management's effectiveness and efficiency at the expense of education is financing.

According to (Shaylide, 2014), there are six indicators of the cost of education, including the following:

### 1. Educational Expenses

Educational cost fees In this case, educational expenses incorporate enlistment charges, development charges, educational expenses per semester, research facility expenses, viable expenses, and semester and end-of-semester assessment expenses that should be paid by understudies.

### 2. Supplies and gear costs

In the cost of college supplies and equipment, specifically the costs incurred by students to acquire learning materials like books and tools.

### 3. Cost of Traveling

In this instance, expenses for study tours and observations to improve students' empirical knowledge constitute additional travel costs.

### 4. Boarding expenses

The cost of renting a room or house while attending college is known as boarding fees.

### 5. Installment Systems

For this situation, the installment strategy connects with the technique for installment, where there are two different ways of installment comprising of money installments and credit installments for credit installments as a rule have portion terms.

### 6. Benefit

Benefits connect with the advantages that understudies get subsequent to burning through cash on training. Benefits for this situation incorporate profession possibilities,

renown or distinction, uniqueness of the program, insight during the instruction time frame, nature of affiliation, etc. Clients will quite often search at low costs however offer high benefit benefits.

### **Student Satisfaction**

(Kotler, P dan Keller, 2016), "Fulfillment mirrors an individual's judgment of an item's apparent presentation in relationship to assumptions. When the performance falls short of expectations, the customer is disappointed. The client is pleased if the product meets their expectations. The client is excited assuming that it outperforms them".

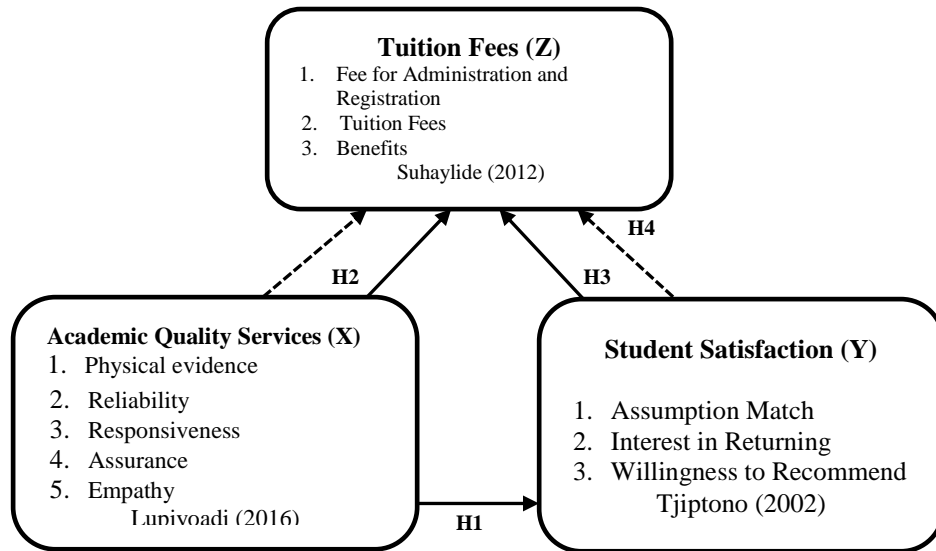
An individual's impression of the apparent presentation of an item corresponding to assumptions is reflected in their degree of fulfillment. The customer is disappointed when performance falls short of expectations. On the off chance that the exhibition measures up to assumptions, the client is fulfilled. The customer will be pleased if it meets or exceeds their expectations. In light of these few definitions, it tends to be presumed that by and large, the meaning of consumer loyalty or disappointment is seen from the similarity between client assumptions (assumptions) and discernments, administrations got (experienced reality).

There are three indicators of customer (student) satisfaction, according to Tjiptono (2002: 425), which include the following:

1. Assumption Match  
Assumption congruity is the degree of similarity between item or administration execution expected by clients and what is felt by clients.
2. Interest in Returning  
The willingness of customers to return and purchase related products on a regular basis is known as "revisit interest." Since this exploration is in an instructive foundation which is where understudies as clients come to the workforce consistently, the creators consider and balance the second point as a "sensation of having a place" (love) for the personnel.
3. Willingness to Recommend  
Willingness to recommend refers to a customer's willingness to recommend products and services to friends and family.

This study's framework is depicted in the first figure as follows, based on this description:

**Figure 1. Framework**



The following is a possible formulation of the study's hypothesis on the basis of the aforementioned phenomena and theoretical studies:

**Keterangan:**

- : (H1) The immediate impact of scholarly help quality factors on understudy fulfillment
- : (H2) The immediate impact of scholarly help quality factors on understudy fulfillment.
- : (H3) The direct correlation between student satisfaction and academic tuition variables.
- : (H4) Roundabout direct impact of scholarly assistance quality factors on understudy fulfillment interceded by educational expenses.

**METHODS RESEARCH**

According to (sugiyono, 2016), research that seeks to explain the position of the studied variables and their influence on one another is considered explanatory research. The reason for logical examination is to test the speculation and the impact of the free factor on the reliant variable. Illustrative exploration makes sense of the impact that happens between administration quality factors on understudy fulfillment through educational expense factors as intervening factors through speculation testing. Quantitative methods are research methods used to examine specific populations and samples that are based on the positivism philosophy. Quantitative data analysis and instrumentation-based data collection are both methods used to test the researcher's hypothesis (Sugiyono 2016: 36).

This exploration was directed at the Postgraduate Program of Tadulako College in Palu City situated on Jl. Soekarno Hatta Km. 9 Palu. While the exploration time started on January 17, 2024 to Walk 2024 which went on for a long time. Populace is a theory region comprising of things/subjects that have specific qualities and characteristics not set in stone by specialists to focus on and afterward accomplish assurance. The populace in this study were all understudies of the Tadulako College Postgraduate program in Palu City for the 2023/2024 Scholarly Year, adding up to 421 individuals. The examining strategy in this review, specifically by utilizing proportionate defined arbitrary testing method. This procedure is the withdrawal of test individuals from the populace which is done in extent in view of the layers in the populace in the review. Likelihood examining is a testing

method that will give equivalent open doors to every component of the populace to be chosen as a feature of the example individuals (Sugiyono, 2017: 120).

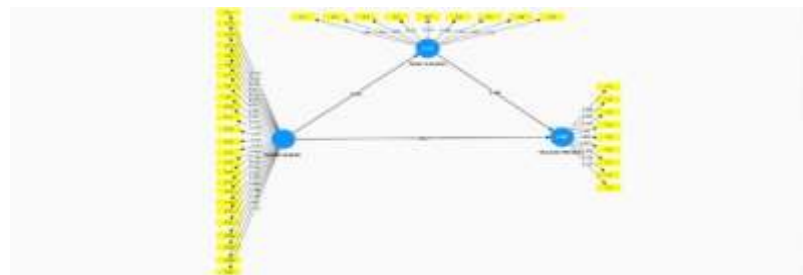
The examination methods utilized in this study are illustrative factual investigation procedures and halfway least square (PLS) investigation strategies by assessing the estimation model (external model) and primary model (internal model) and assessing the decency/appropriateness of the model with the assistance of Shrewd PLS 4.0 programming. Elucidating measurements are measurements utilized in dissecting information by portraying or depicting the gathered information from every variable seen from the typical worth (mean), standard deviation, most extreme and least, aggregate, range, kurtosis, skewness (Sugiyono, 2019).

According to Hair et al. (2021), partial least square analysis is a type of multivariate statistical analysis that estimates the influence between variables simultaneously for the purposes of studying structural model development, exploration, and prediction. In partial least square (PLS) model evaluation, the measurement model (outer model) and the structural model (inner model) are evaluated, as well as the model's goodness and fit.

## RESEARCH RESULTSE

### Measurement Model Evaluation (Outer Model)

Using the Smart-PLS version 4.0 program and the partial least square analysis method, (Hair et al., 2021) conducted hypothesis testing in this study. External model assessment, which intends to decide the detail of the connection among's develops and their pointers. The estimation model in this study comprises of an intelligent estimation model where the factors are the factors of scholastic help quality, educational expenses, and understudy fulfillment which will be estimated brilliantly. A PLS outer model program model scheme is tested as shown in the second figure, and it looks like this:



**Figure 2. Outer Model Scheme**

### Convergent Validity

The legitimacy test is utilized to gauge regardless of whether a survey is significant on the off chance that the overview clarification uncovers something that has been anticipated by the survey, then, at that point, the survey is viewed as critical. The concurrent legitimacy test in Savvy PLS with intelligent markers is surveyed in light of the typical worth of the separated fluctuation. A pointer can be proclaimed to meet the prerequisites of focalized legitimacy in a decent classification on the off chance that the external stacking esteem is more prominent than  $> 0.7$  and in the event that the external stacking esteem is under  $< 0.7$ , the marker is taken out from the estimation model. Because the outer loading value is greater than 0.7, this study's convergent validity testing reveals that all indicators for each variable can be declared valid. As a result, all indicators can be used to measure variables and can be continued in subsequent analysis.

### Discriminant Validity



The average variance extracted (AVE) method can be used to assess discriminant validity for each construct or latent variable. For a good model, each construct must have an AVE value greater than or equal to 0.5. The AVE values for each variable used in this study are shown in Table 2 as follows:

**Table 2. Average Variant Extracted (AVE)**

Variabel	Value AVE	Rule of Tumb	Item Status
Quality of Academic Services	0,605	> 0,50	Valid
Tuition Fees	0,809	> 0,50	Valid
Student Satisfaction	0,676	> 0,50	Valid

The AVE values for each variable are known to be greater than or equal to 0.50, as shown in Table 3 above. Therefore, it is possible to state that each variable in this study, specifically student satisfaction, tuition fees, and the quality of academic services, meets the criteria for good discriminant validity.

#### **Composite Reliability (Reliabilitas Komposit)**

The dependability trial of this study estimates the survey as a mark of the variable. A survey is supposed to be solid or dependable in the event that an individual's (respondent's) reply to an assertion is reliable or stable after some time. Cronbach's alpha and composite reliability can be used to evaluate the construct reliability test. This composite unwavering quality appraisal is finished by checking out at the result of the view dormant ariable coefficients. A build is pronounced solid in the event that it shows a Cronbach's alpha value > 0.60 and a composite unwavering quality value > 0.70. The aftereffects of composite dependability testing should be visible in Table 3 as follows:

**Table 3. Cronbach's Alpha and Composite Reliability**

Variable	Cronbach's Alpha	Composite Reliability
Quality of Academic Services	0,973	0,974
Tuition Fees	0,970	0,973
Student Satisfaction	0,940	0,949

In view of Table 5 above, it very well may be seen that the Cronbach's alpha worth of all examination factors has a value > 0.60 and the composite unwavering quality worth of all exploration factors has a value > 0.70. These outcomes show that every variable has met the prerequisites for the Cronbach's alpha and composite unwavering qualitie so it tends to be reasoned that all factors have a decent degree of dependability.

#### **Evaluation of the Structural Model (Inner Model)**

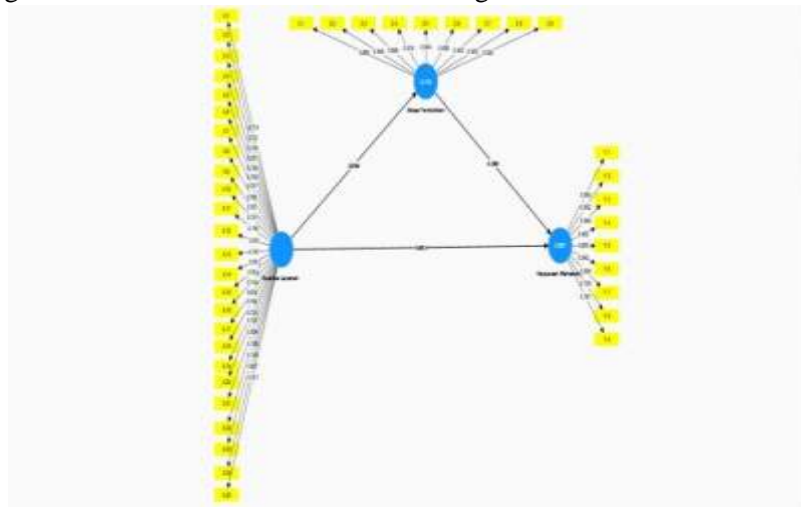
Before specialists lead underlying model testing, it is important to see whether there is multicollinearity between factors, specifically with the internal VIF (Variation Inflated Factor) factual strategy. The Inward VIF esteem in this study should be visible in Table 4 as follows:

**Table 4. Inner VIF (Variation Inflated Factor)**

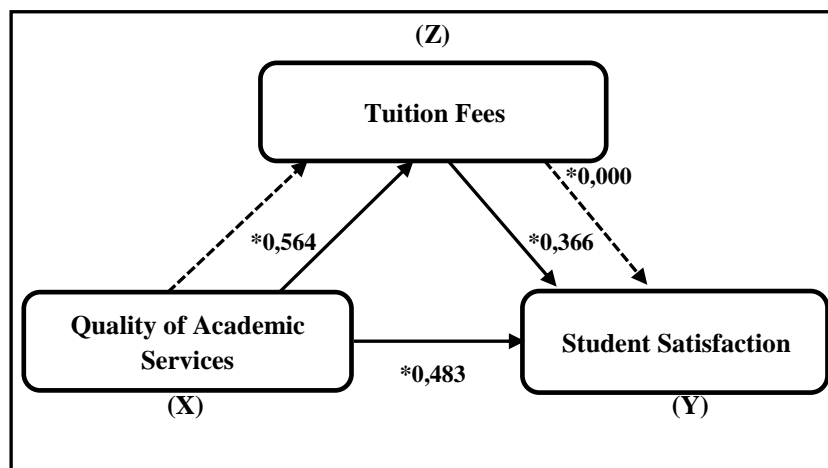
Variable	Quality of Academic Services (X)	Tuition Fees (Z)	Student Satisfaction (Y)
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Quality of Academic Services		1,000	1,467
Tuition Fees			1,458
Student Satisfaction			

The assessment results show that the factors of scholarly assistance quality (X), educational expenses (Z), and understudy fulfillment (Y) have inward VIF esteems under ( $<0.50$ ), so there is no multicollinearity between these factors. Solid (unprejudiced) boundary assessment brings about SEM-PLS can be upheld by this finding. Internal model testing is a primary model to foresee the causal connection between factors. In this review, speculation testing utilized Partial Least Square (PLS) examination procedures with the assistance of Savvy PLS 4.0 programming. Coming up next is a plan of the PLS Inward Model program model tried should be visible in Figure 3 as follows:



**Figure 3. Inner Model Scheme**



**Figure 4. Research Primary Model**

Description:

- > : Direct impact
- > : Aberrant impact

- \* : If the path coefficient value is less than 0.05, it is significant.  
 \*\* : Not significant, if the path coefficient value is greater than 0.05.

### Theory Testing

Speculation testing is completed to demonstrate the legitimacy of exploration guesses or theories. The findings of this study's data processing can be used to test the study's hypothesis. In this study, hypothesis testing was performed to determine the P-value. If the P-value is less than or equal to 0.05, the research hypothesis is accepted, and if it is greater than or equal to 0.05, the hypothesis is rejected. The accompanying speculation testing results got in this review should be visible in Table 5 as follows:

**Tabel 5. Aftereffects of the Backhanded Impact of Scholarly Help Quality Factors, Understudy Fulfillment and Educational expenses**

Connection Between Factors	Path Coefficient	P-Value	95% Path coefficient confidence interval		F-Square	Status Item
			Batas bawah	Batas Atas		
H1: Quality of Academic Services > Student Satisfaction	0,483	0,000	0,308	0,655	0,368	Signifikan
H2: Quality of Academic Services > Tuition Fees	0,564	0,000	0,400	0,731	0,467	Signifikan
H3: Tuition Fees > Student Satisfaction	0,366	0,000	0,192	0,516	0,211	Signifikan

### Hypothesis 1: Scholarly Help Quality Fundamentally Influences Understudy Fulfillment at the Postgraduate Program of Tadiulako College in Palu City.

The results of testing the first hypothesis (H1) indicate that the direct effect of the academic service quality variable on student satisfaction falls into the large (high) category, with a path coefficient value of 0.438, a P-value of 0.000, and a F-square value of 0.368 at the structural level. The 95% confidence interval for this effect ranges from 0.308 to 0.655. These outcomes show that the nature of scholarly administrations altogether affects understudy fulfillment. This implies that when the Postgraduate Program at Tadiulako College makes changes in working on the nature of scholastic administrations, understudy fulfillment will likewise increment by 0.655. to ensure the acceptance of the first hypothesis.

### Hypothesis 2: The Postgraduate Program at Tadiulako University in Palu City's education costs are significantly influenced by academic service quality.

The consequences of testing the subsequent speculation (H2) show that the immediate impact of the scholarly help quality variable on educational expenses, to be specific the path coefficient worth of 0.564 and the P-value of 0.000 is more modest than  $<0.05$  and the F-square worth of 0.467 at the underlying level is remembered for the huge (high) classification. in the 95% certainty stretch, the impact of scholastic help quality on understudy fulfillment lies in a worth of 0.400 to 0.731. This suggests that tuition costs are significantly influenced by the quality of academic services. This implies that when the Tadulako College Postgraduate Program in Palu City directs an improvement program on educational expenses, the nature of scholastic administrations will likewise increment by 0.731. So, the subsequent speculation is acknowledged.

**Hypothesis 3: Tuition Fees Significantly Affect Student Satisfaction at the Tadiulako University Postgraduate Program in Palu City.**

The aftereffects of testing the third speculation (H3) show that the immediate impact of the scholarly help quality variable on educational expenses, specifically the path coefficient worth of 0.366 and the P-value of 0.000 is more modest than  $<0.05$  and the F-square worth of 0.211 at the underlying level is remembered for the medium classification (medium). in the 95% certainty span, the impact of educational expenses on understudy fulfillment lies in a worth of 0.400 to 0.731. This demonstrates that educational expenses altogether affect understudy fulfillment. This indicates that students will continue to be satisfied as long as the Tadulako University Postgraduate program in Palu City maintains affordable tuition costs. So, the third speculation is acknowledged.

**Hypothesis 4: The Postgraduate Program at Tadiulako University in Palu City's tuition fees have a significant indirect impact on student satisfaction, which is mediated by academic service quality. Students will continue to be satisfied. So, the third speculation is acknowledged.**

The consequences of testing the scholastic help quality variable on understudy fulfillment interceded by educational expenses should be visible in the 6th table as follows:

**Table 6. The Mediating Effect of Education Costs on the Indirect Effect of Academic Service Quality Variables on Student Satisfaction**

Connection Between Factors	Path Coefficient	P-Value	95% Path coefficient confidence interval		Upsilon $v$	Status Item
			upper bound	lower bound		
H4: Quality of Academic Services > Tuition Fees > Student Satisfaction	0,207	0,000	0,109	0,324	0,898	Accepted

The consequences of testing the fourth speculation (H4) show that the immediate impact of the scholarly assistance quality variable by implication on understudy fulfillment intervened by educational expenses, specifically the Way Coefficient worth of 0.207 and the P-worth of 0.000 is more modest than  $<0.05$  and the epsilon  $v$  worth of 0.898 at the

underlying level is remembered for the huge (high) class. at the 95% certainty span, the extent of the impact of scholastic assistance quality on understudy fulfillment interceded by educational expenses lies in the worth of 0.109 to 0.324. These outcomes show that the nature of scholastic administrations in a roundabout way affects understudy fulfillment interceded by educational expenses. This outcome implies that the higher the degree of scholastic help quality and educational expenses, the more understudy fulfillment will likewise increment.

## **DISCUSSION**

### **Scholastic Help Quality Altogether Influences Understudy Fulfillment at the Postgraduate Program of Tadiulako College in Palu City.**

In light of the consequences of speculation testing, it shows that the nature of scholarly administrations altogether affects understudy fulfillment at the Postgraduate Program of Tadulako College in Palu City. This implies that when the degree of scholarly assistance quality at the Postgraduate Program of Tadulako College in Palu City is higher, understudy fulfillment will increment. Physical evidence, dependability, responsiveness, assurance, and empathy are all factors that contribute to the success or failure of the Postgraduate Program at Tadulako University in Palu City when it comes to the quality of academic services offered to students. One class that is supposed to contribute is sympathy. For this situation, to be specific managerial staff workers in focusing on the interests of understudies, where for this situation the Postgraduate College of Tadulako in Palu City is exceptionally worried about each understudy's requirements with respect to the nature of scholarly administrations.

### **The Postgraduate Program at Tadiulako University in Palu City's education costs are significantly influenced by academic service quality.**

In view of the consequences of speculation testing, it shows that the nature of scholarly administrations fundamentally affects the expense of schooling at the Postgraduate Program of Tadulako College in Palu City. This implies that when the degree of educational expenses at the Tadulako College Postgraduate Program increments at a reasonable expense given to understudies, the Tadulako College Postgraduate program in Palu City can give top notch schooling including the nature of scholastic help quality which is a work that should be made so understudy fulfillment can be met ideally.

### **Educational expenses Fundamentally Influence Understudy Fulfillment at the Tadiulako College Postgraduate Program in Palu City.**

Based on the results of hypothesis testing, it shows that tuition fees have a significant effect on student satisfaction at the Postgraduate Program of Tadulako University in Palu City. This means that when the level of education costs at the Tadulako University Postgraduate Program in Palu City is higher, student satisfaction will increase. In this case, the cost of education at the Postgraduate Program of Tadulako University in Palu City includes administrative/registration fees and tuition fees. Where by offering affordable fees can provide satisfaction to students. In addition, at an affordable cost, students also really feel the benefits that can make their career prospects develop after studying at the Tadulako University Postgraduate program in Palu City.

### **Academic Service Quality Indirectly Has a Significant Effect on Student Satisfaction Mediated by Education Costs at the Postgraduate Program of Tadiulako University in Palu City.**



Based on the results of hypothesis testing, it shows that indirectly the academic service quality variable has a significant effect on student satisfaction mediated by tuition fees at the Tadulako University Postgraduate Program in Palu City. This means that if the level of quality of academic services and tuition fees at the Postgraduate Program of Tadulako University in Palu City is higher, it will have an impact on student satisfaction. The findings of this research explain that the quality of good academic services, the management of affordable education costs and the allocation of targeted costs, can increase the level of student satisfaction at the Tadulako University Postgraduate Program in Palu City. The importance of the role of tuition fees can help create quality academic services that will provide student satisfaction.

## CONCLUSIONS

The nature of scholastic administrations fundamentally affects understudy fulfillment at the alumni program of Tadiulako College in Palu City. At the Tadiulako University Postgraduate Program in Palu City, the cost of education is significantly influenced by the quality of academic services. Student satisfaction at the Tadiulako University Postgraduate program in Palu City is significantly influenced by tuition costs. Through tuition fees at the Tadiulako University Postgraduate Program in Palu City, the quality of academic services has an indirect impact on student satisfaction.

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# **THE INFLUENCE OF LEADERSHIP, WORK DISCIPLINE AND WORK ENVIRONMENT ON THE JOB SATISFACTION OF PROTOCOL EMPLOYEES AT THE ADPIM BUREAU OF THE REGIONAL SECRETARY CENTRAL SULAWESI PROVINCE**

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## **Abstract**

The objectives of this study are as follows: (1) To determine and analyse the effect of leadership, work discipline and work environment simultaneously on employee job satisfaction in the Public Relations and Protocol Section of the Regional Secretary of Central Sulawesi Province; (2) To determine and analyse the effect of leadership partially on employee job satisfaction in the Public Relations and Protocol Section of the Regional Secretary of Central Sulawesi Province; (3) To determine and analyse the effect of work discipline partially on employee job satisfaction in the Public Relations and Protocol Section of the Regional Secretary of Central Sulawesi Province; and (4) To determine and analyse the effect of work environment partially on employee job satisfaction in the Public Relations and Protocol Section of the Regional Secretary of Central Sulawesi Province. This research uses the type of causal associative research with a sample of 30 respondents who are employees in the Public Relations and Protocol Section of the Adpim Bureau of the Regional Secretary of Central Sulawesi Province. Data collection techniques using questionnaires, observation and documentation and data analysis techniques using Multiple Regression Analysis. The results showed that: (1) Leadership, work discipline and work environment simultaneously have a positive and significant effect on employee job satisfaction in the Public Relations and Protocol Section (2) Leadership partially has a positive and significant effect on employee job satisfaction of the Public Relations and Protocol Section (3) Work discipline partially has a positive and significant effect on employee job satisfaction of the Public Relations and Protocol Section (4) The work environment partially has a positive and significant effect on job satisfaction of employees of the Public Relations and Protocol Section.

***Keywords: Leadership, Work Discipline, Work Environment, Job Satisfaction***

## **INTRODUCTION**

Managing human resources in an organisation is not an easy thing to do. This is because humans in organisations have all the potential resources that can be used as an effort to achieve success in achieving organisational goals. To find out how successful the organisation manages human resources is to see the commitment of each individual employee and of course there must be a benchmark. The high and low commitment of employees to their organisation causes employees to feel comfortable in the organisation and there is no desire to leave the organisation. Employees will strive to do everything for the progress of the organisation and their own careers. Human resource management is seen as the main driving factor in determining the success of an organisation. In addition, technology and environment also determine the success of an organisation.

This situation certainly makes human resources an asset that must be increased in productivity. To achieve this, the important thing that should be considered in maintaining the working relationship is employee job satisfaction (Priyono and Marnis, 2018: 8). Low

employee job satisfaction can certainly have various negative impacts on the development of overall organisational performance in the long term, even though agencies with more satisfied employees tend to be more effective than organisations with unsatisfied employees, where employee job satisfaction is influenced by a variety of factors, including leadership, work discipline, and work environment (Sunarta, 2019: 63).

Leadership is a process of carrying out the leader's duties, flowing from top to bottom, which functions to discipline the activities of employees through a communication process to achieve predetermined goals. According to Stogdill in Sutikno (2017: 15) that leadership as a management concept can be formulated in various definitions depending on where the starting point is. According to Indriyo Gitosudarmo in Sunyoto (2015: 30) that leadership is as a process of influencing the activities of individuals or groups to achieve goals in certain situations. Thus leadership is an important part of management, so in this case managers are expected to be able to plan and organise and influence others to achieve goals.

In organisations, the leadership factor plays an important role because the leader will drive and direct the organisation in achieving goals and at the same time it is not an easy task. Not easy, because it must understand every behaviour of subordinates who have different characters. Subordinates are influenced in such a way that they can provide their devotion and participation to the organisation effectively and efficiently. The success or failure of efforts to achieve organisational goals is determined by the quality of leadership (Sutrisno, 2018: 69).

In general, discipline shows a condition or attitude of respect that exists in employees towards organisational rules and regulations. Discipline is a management action to encourage members of the organisation to meet the demands of various provisions that must be obeyed by employees. Employee discipline is a form of training that seeks to improve and shape employees' knowledge, attitudes and behaviour so that employees can work cooperatively with other employees and improve their work performance (Siagian and Shinta, 2020). With employees complying with the rules set by the organisation and having high work discipline, it will create a more conducive organisational atmosphere so that it will have a positive impact on improving performance. Every organisation has an expectation that employees can comply with the rules that have been set.

Discipline needs to be enforced in every organisation, especially in government organisations that provide public services. Work discipline is one of several factors that affect employee performance, because without discipline all activities carried out in the organisation will produce unsatisfactory results and not in accordance with expectations. This can result in a lack of achievement of organisational goals and objectives and can also hinder the course of the organisation's plans that have been set according to the previous plan.

The work environment is one of the factors that can affect organisational performance and has an influence on the behaviour of organisational members. Perceptions of organisational members of the work environment that are lived and felt will be able to influence their behaviour in carrying out work. This will then affect the results of his work and at the same time on job satisfaction. The work environment has a relationship with organisational structure, organisational processes, organisational performance, and employee job satisfaction.

The work environment in an organisation is very important for management to pay attention to. Although the work environment does not carry out the production process. An adequate work environment for employees can increase job satisfaction, on the other hand, an inadequate work environment can also reduce employee job satisfaction. In the work environment, each employee is required to be able to carry out work in accordance with the position held and adapt to the environment and colleagues who have different characters. Interactions between individuals in the work environment can have a negative impact that triggers conflicts and problems at work. Dynamic work environment conditions require adjustments to challenges in the internal and external environment of the organisation (Anatan, 2019).

For an organisation, employee behaviour that supports the achievement of organisational goals is another side that must be considered, in addition to the use of modern machines as a result of advances in technology. Employees with high levels of dissatisfaction are more likely to engage in sabotage and passive aggression which will impact on work

productivity and organisational goals in general (Cahyani, et al. 2019). Therefore, employee job dissatisfaction results in an unfavourable situation both organisationally and individually so it is an important thing to consider in relation to employee work productivity.

Dissatisfaction at work can lead to aggressive behavior, or on the contrary, it will show an attitude of withdrawal from contact with the social environment. For example, by taking an attitude to quit the organization, like skipping class, and other behaviors that tend to avoid organizational activities. Forms of aggressive behavior, for example sabotaging, deliberately making mistakes at work, opposing superiors, or arriving at strike activities.

Dissatisfaction at work can lead to aggressive behavior, or on the contrary, it will show an attitude of withdrawal from contact with the social environment. For example, by taking an attitude to quit the organization, like skipping class, and other behaviors that tend to avoid organizational activities. Forms of aggressive behavior, for example sabotaging, deliberately making mistakes at work, opposing superiors, or arriving at strike activities.

The Public Relations and Protocol Bureau has the task of improving and maintaining the communication and information system between the Regional Government and the community and stakeholders, improving the good image of the community towards provincial government institutions, especially from the aspect of clean, good, and accountable governance. In addition, the Bureau of Public Relations and Protocol is also responsible for every official protocol activity of the Central Sulawesi Provincial Government Leaders, especially the Governor, Deputy Governor, Regional Secretary. In addition, the main task of the Bureau of Public Relations and Protocol is to prepare the guidance and development of public relations for the stabilization of provincial government policies, widespread publication services, information collection and documentation, as well as services and information screening of provincial government activities.

The results of further observations accompanied by the support of researcher interviews with 2 (two) ASNs at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province on November 15-16, 2023, also found a phenomenon related to the problem of work discipline of protocol employees at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province, where there are indications of employee indiscipline due to the weak system that regulates employee discipline. The system includes the attendance model still using signatures, supervision from the leadership on employee discipline is still lacking and the sanctions that will be received by employees if they are not disciplined do not provide a deterrent effect.

While the results of the researcher's observations accompanied by the support of interviews with 2 (two) ASNs at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province on November 20-21, 2023, also showed the phenomenon of the work environment of protocol employees at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province, it was found that the work environment at the Adpim Bureau was adequate, office facilities for employee comfort at work were adequate, for example the employee workspace did not feel hot because there was an air conditioner or fan, so that employees felt comfortable at work because they were not hot and arid.

However, there are still protocol employees who have not been able to master the work and use of office equipment properly and correctly, such as not being too skilled in using computers in supporting work activities in accordance with their duties and functions. In addition, there are still protocol employees who do not understand the technical work process, resulting in various errors and delays in the work process, such as not understanding the technical instructions (juknis) well. However, employees continue to work as they should, even though their non-physical work environment is less comfortable, namely all the circumstances that occur related to the relationship between coworkers, or relationships with superiors. This can certainly affect job satisfaction.

In addition, according to the results of observations of researchers accompanied by support from interviews with 2 (two) ASNs at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province on November 22-23, 2023, it is known that when viewed from job satisfaction, the situation at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province is very supportive in terms of colleagues who look harmonious and make employees feel comfortable and get satisfaction at work. Employees seem to support each other if there

are difficulties at work. Similarly, in terms of rewards or salaries, employees feel adequate with the salary received because it is in accordance with what is done.

However, on the other hand, according to the results of the researcher's observations accompanied by the support of interviews with 2 (two) ASNs at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province on 22-23 November 2023, a phenomenon of employee job dissatisfaction with organizational conditions was found which invited concern, namely that the activities of apparatus resources were not dynamic, seemed quiet, indicating that the apparatus did not have planned activities, were not maximally organized, and supervision was also not carried out properly and efficiently. In terms of work, the decline in employee job satisfaction is due to too many demands on the job. Judging from the attitude of superiors, there are so many demands on the work that must be done that employees feel pressured and feel dissatisfied with their work.

Based on the description of the results of the researcher's initial observations above, it is important to study the problems of leadership, work discipline, work environment and job satisfaction in government organizations that provide public services, in a scientific paper (research proposal) by raising the title: "*The Influence of Leadership, Work Discipline and Work Environment on The Job Satisfaction Of Protocol Employees At The Adpim Bureau Of The Regional Secretary Central Sulawesi Province*". The determination of this topic has a reason, namely that there seems to be a gap between expectations and reality so that it is interesting to study. It is hoped that it can provide solutions in improving better employee job satisfaction through the approach of management functions theory.

## RESEARCH METHODS

This research is classified as quantitative research, because the data used in this study are expressed in numerical form. This research is causal associative research, which is research used to determine the causal relationship between the independent variable and the dependent variable. To test the hypothesis proposed, researchers collected data using survey techniques where the variables studied were not controlled.

Survey research is research that takes a sample and a population and uses a questionnaire as the main data collection tool (Santosa and Ashari, 2018: 3). With a survey, data is directly collected where the researcher distributes a list of questions to be answered by predetermined respondents and then tries to analyze and interpret the causal relationship of the data to then draw conclusions.

This research was conducted at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province with the research time planned for December 2023 to February 2024. The types of data used in this research are qualitative data and quantitative data. While the data source consists of primary data and secondary data. The data collection techniques consist of questionnaires, observation and documentation.

The data analysis technique used in this research is Multiple Linear Regression Analysis. The parametric statistical model of multiple linear regression analysis is used to analyze the effect of the independent variable (X) on the dependent variable (Y). After that the hypothesis will be tested using the F-test and t-test. The model specification used as a reference in this study is a multiple linear regression formula for the population with the following equation form (Supranto, 2018: 236):

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \dots + \beta_k X_k + \epsilon_1$$

Where:

Y = Dependent variable

$\beta_0$  = Constant

$\beta_1 - \beta_k$  = Partial regression coefficient

$X_1 - X_k$  = Independent variable

$\epsilon_1$  = Epsilon / confounding error



Furthermore, the formula above is translated into this study using the following equation formula:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon_1$$

Where:

Y = Job Satisfaction of Protocol Employees

$\beta_0$  = Constant

$\beta_1, \beta_2, \beta_3$  = Partial Regression Coefficient

X1 = Leadership

X2 = Work Discipline

X3 = Work Environment

$\epsilon_1$  = Epsilon / confounding error

#### 1. F-test (Simultaneous Test)

To determine whether the two independent variables (free) under study have a simultaneous influence on the dependent variable (bound), the F-test is used with the following formulation (Sugiyono, 2019: 223):

$$F \text{ test} = \frac{R^2 / (k-1)}{(1 - R^2) / (n - k)}$$

Where:

F = Obtained from the F distribution table

R<sup>2</sup> = Multiple coefficient of determination

k = Number of independent variables

n = Number of samples

The form of hypothesis testing:

- a. Ho:  $\beta_0 = 0$ , meaning that there is a significant effect simultaneously independent variable (X) on the dependent variable (Y).
- b. Ha:  $\beta_0 \neq 0$ , meaning that there is an insignificant effect simultaneously independent variable (X) on the dependent variable (Y).

By referring to a provision of decision-making rules as follows:

- 1) If  $F\text{-count} > F\text{-table}$  or  $\text{Sig-F value} < \alpha 0.05$  at 95% confidence level, then it is proven that leadership variables (X1), work discipline (X2) and work environment (X3) simultaneously have a positive and significant effect on job satisfaction of protocol employees (Y) at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province.
  - 2). If  $F\text{-count} < F\text{-table}$  or  $\text{Sig-F value} > \alpha 0.05$  at the 95% confidence level, it is proven that the variables of leadership (X1), work discipline (X2) and work environment (X3) simultaneously have no positive and significant effect on job satisfaction of protocol employees (Y) at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province.
- #### 2. T-test (Partial Test)

To determine whether the two independent variables (free) under study have a partial influence on the dependent variable (bound), a t-test is used with the formulation (Umar, 2018: 184):

$$t = \frac{r\sqrt{n-2}}{\sqrt{(1-r^2)}}$$

Where:

t = The t test value (t count)

r = Correlation coefficient

n = Number of samples

The rules for making decisions are as follows:

- 1) If t-count > t-table or Sig-t value <  $\alpha$  0.05 at 95% confidence level, it is proven that leadership variables (X1), work discipline (X2) and work environment (X3) partially have a positive and significant effect on job satisfaction of protocol employees (Y) at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province.
- 2) If t-count < t-table or Sig-t value >  $\alpha$  0.05 at the 95% confidence level, it is proven that the variables of leadership (X1), work discipline (X2) and work environment (X3) partially do not have a positive and significant effect on job satisfaction of protocol employees (Y) at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province.

### 3. Calculating the Simultaneous Coefficient of Determination ( $R^2$ )

The calculation of the coefficient of multiple determination (R-Square) is used to measure the accuracy of the analysis model used. The value obtained from this calculation can be used to measure the magnitude of the contribution of the independent variables studied to the dependent variable. If the simultaneous coefficient of determination ( $R^2$ ) is close to one, it can be said that the contribution of the independent variable to the dependent variable is getting bigger. This means that the model used is getting stronger to explain the variation in the dependent variable.

Conversely, if it is close to zero, it can be said that the contribution of the independent variables to the variation in the value of the dependent variable is getting smaller. In general, the magnitude of the simultaneous coefficient of determination ( $R^2$ ) is between 0 and 1 or  $0 < R^2 < 1$ .

## RESULTS AND DISCUSSION

### Research Results

#### Results of Multiple Linear Regression Analysis

According to the results of the Multiple Linear Regression analysis using the computer assistance of the *SPSS For Windows Release 25.0* statistical program, the essence of the research results from the responses of 30 respondents was obtained in connection with the alleged influence of the three independent variables (leadership, work discipline and work environment) on job satisfaction of employees of the Protocol Public Relations Section at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province, with the results formulated in Table 1 below:

**Table 1**  
**Multiple Linear Regression Calculation Results**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0,637	0,398		1,600	0,122
	Leadership	0,549	0,084	0,651	6,508	0,000
	Work Discipline	0,168	0,076	0,228	2,225	0,035
	Work Environment	0,196	0,070	0,291	2,809	0,009
<i>Multiple R</i>		= 0,872		F-count	= 27,502	
<i>R-Squared (R<sup>2</sup>)</i>		= 0,760		Sig-F	= 0,000	
<i>Adj.R-Squared (R<sup>2</sup>)</i>		= 0,733				

**a. Dependent Variable: Job Satisfaction**

Data Source: Appendix 5.

Based on the results of multiple linear regression analysis in Table 4.7. above, when converted, the following equation form can be made:

$$Y = 0.637 + 0.549 X_1 + 0.168 X_2 + 0.196 X_3 + e$$

The regression equation above shows that the independent variables (leadership, work discipline and work environment) analyzed have a positive and significant effect on the job satisfaction of employees of the Public Relations and Protocol Section at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province, with the following description:

1. The constant value in the multiple linear regression equation above is 0.637, meaning that the job satisfaction of employees of the Public Relations and Protocol Section at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province before this research was carried out was 0.637 or 63.7%.
2. The regression coefficient value of the leadership variable (X<sub>1</sub>) is 0.549, meaning that if leadership changes towards a better direction, it will have a positive effect on increasing the job satisfaction of employees of the Public Relations and Protocol Section at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province with a value of 0.549 or 54.9%.
3. The regression coefficient value of the work discipline variable (X<sub>2</sub>) is 0.168, meaning that if work discipline changes for the better, it will have a positive effect on increasing employee job satisfaction in the Public Relations and Protocol Section at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province with a value of 0.168 or 16.8%.
4. The regression coefficient value of the work environment variable (X<sub>3</sub>) is 0.196, which means that if the work environment changes for the better, it will have a positive effect on increasing the job satisfaction of employees of the Public Relations and Protocol Section at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province with a value of 0.196 or 19.6%.

In the context of this study, for the regression coefficient value above, the authors use the value of B in the Unstandardized Coefficients column, on the grounds that the Unstandardized Coefficients, used in the regression model where its function is to predict the future picture with past data and the value of B in the Unstandardized Coefficients column is a value that reflects the direction of the influence of the independent variable (X) on the dependent variable (Y) or the value of B in the Unstandardized Coefficients column is a value that reflects the elasticity of the independent variable (X) on the dependent variable (Y). Based on this illustration, it can be described that the Unstandardized Coefficient column has 2 value components, namely the b value and Std. Error. Column b shows

Coefficient  $b$ , which is the value that explains  $Y$  (dependent variable) will change if  $X$  (independent variable) is changed by 1 unit.

### 1) Correlation Coefficient

Correlation coefficient analysis is an analysis used to determine the simultaneous relationship between the independent variable and the dependent variable. In this study, the correlation coefficient is used to determine the degree of relationship or correlation between leadership ( $X_1$ ), work discipline ( $X_2$ ), and work environment ( $X_3$ ) with employee job satisfaction ( $Y$ ) of the Public Relations and Protocol Section at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province.

Based on Table 4.7. above, it can be seen that the correlation coefficient ( $R$ ) value obtained is 0.872. This value shows that the closeness of the relationship (correlation) of the leadership variable ( $X_1$ ), work discipline ( $X_2$ ), and work environment ( $X_3$ ) with the employee job satisfaction variable ( $Y$ ) Public Relations and protocol section at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province is 87.2%. When referring to the guidelines for the interpretation of the correlation coefficient according to Sugiyono (2020: 214), it is concluded that the closeness of the relationship between leadership ( $X_1$ ), work discipline ( $X_2$ ), and work environment ( $X_3$ ) with employee job satisfaction ( $Y$ ) of the Public Relations and Protocol Section at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province is in the interpretation category of having a strong relationship.

### 2) Coefficient of Determination (*Adjusted R-Square*)

The coefficient of determination is a quantity that shows the effect of leadership variables ( $X_1$ ), work discipline ( $X_2$ ), and work environment ( $X_3$ ) on employee job satisfaction ( $Y$ ) Public Relations and Protocol Section in the form of percentage units. The results of the research data analysis show that the magnitude of the influence of the independent variables simultaneously is indicated by the value of the double coefficient of determination (*Adjusted R-Square*) of 0.733 or 73.3%.

This value shows that the overall effect of leadership variables ( $X_1$ ), work discipline ( $X_2$ ), and work environment ( $X_3$ ) on employee job satisfaction variables ( $Y$ ) of the Public Relations and Protocol Section at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province is 73.3%. While the rest is the influence of other variables not examined in this study.

In the context of this study for the reliability value of the research model or the coefficient of determination, the authors used the *Adjusted R-Square* value for a reason that the *Adjusted R-Square* value is the *R-Square* value (coefficient of determination) that has been readjusted, due to the fundamental weakness of using the *R-Square* value (coefficient of determination) is biased towards the number of independent / free variables ( $X$ ) entered into the model. Every additional one independent / free variable ( $X$ ),  $R^2$  will definitely increase regardless of whether the variable has a significant effect on the dependent / dependent variable ( $Y$ ). Many researchers prefer to use the *Adjusted R-Square* value when evaluating which is the best regression model.

## Research Hypothesis Testing Results

### F-test (Simultaneous Test)

F-test (simultaneous test) is used to determine whether together the independent variables have a significant effect on the dependent variable (Priyatno, 2021). In this case, to determine whether the leadership variables ( $X_1$ ), work discipline ( $X_2$ ), and work environment ( $X_3$ ) simultaneously have a significant effect on employee job satisfaction ( $Y$ ) of the Public Relations and Protocol Section at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province. The test uses a significance level of 0.05.

Based on Table 4.7. from the calculation results obtained F-count value of 20.942 or  $\text{Sig-F} = 0.000 < \alpha 0.05$ . Thus it can be stated simultaneously (simultaneously) the independent variable has a positive influence on the dependent variable. Thus, the first hypothesis which states that leadership, work discipline and work environment simultaneously have a positive

and significant effect on job satisfaction of employees of the Public Relations and Protocol Section at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province according to the results of the F-test is proven.

This reality indicates a positive influence between leadership, work discipline and work environment on job satisfaction of employees of the Public Relations and Protocol Section at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province. This means that if the leader has good leadership, employee work discipline is improved coupled with a work environment that is developing towards a better direction, the job satisfaction of employees of the Public Relations and Protocol Section at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province will also increase. So thus, in accordance with the results of the study, it can be seen that leadership, work discipline and work environment are a function of job satisfaction of employees of the Public Relations and Protocol Section at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province, because their existence is considered to determine the job satisfaction of protocol employees.

### **T-test (Partial Test)**

The t-test (partial test) is used to partially determine whether the independent variable has a significant effect or not on the dependent variable (Priyatno, 2021). To partially determine the effect of leadership variables (X1), work discipline (X2) and work environment (X3) on employee job satisfaction variables (Y) of the Public Relations and Protocol Section at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province, the test is carried out using the 2-sided method or the significance level  $\alpha/2 = 0.05$ , because the t-test is a partial (individual) test, therefore it will be carried out separately, where each independent variable will formulate its own hypothesis, but there are the same testing criteria from hypothesis withdrawal.

The results of the t-test (partial test) in this study will be described in each independent variable as follows:

### **Work Discipline Variable (X1)**

Through the test results using the t-test value, it can be seen that the t-count value of the leadership variable (6,508) or the Sig-t value of the leadership variable (X1) =  $0.000 < \alpha$  0.05. This means that there is a positive influence between the leadership variable (X1) partially on the job satisfaction of employees of the Public Relations and Protocol Section at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province. Thus, the second hypothesis which states that leadership partially has a positive and significant effect on job satisfaction of employees of the Public Relations and Protocol Section at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province, according to the results of the t-test, is proven.

Then the calculation results also show that the partial determination coefficient value of the leadership variable (X1) is 0.651. This value means that the influence of the leadership variable (X1) partially on the job satisfaction of employees of the Public Relations and Protocol Section at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province is 65.1%.

This reality indicates that there is a unidirectional influence between leadership on job satisfaction of employees of the Public Relations and Protocol Section at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province. This means that if the application of leadership is improved, the job satisfaction of employees of the Public Relations and Protocol Section at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province will also tend to increase. In accordance with the results of the research, leadership is partially a function of job satisfaction of employees of the Public Relations and Protocol Section at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province because its existence determines the job satisfaction of protocol employees.



### **Work Discipline Variable (X2)**

The t-test results show the t-count value of the work discipline variable (2.225) or Sig-t of the work discipline variable (X2) =  $0.035 < \alpha 0.05$ . This means that there is a positive effect of work discipline variable (X2) on job satisfaction of employees of the Public Relations and Protocol Section at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province. Thus, the third hypothesis which states that work discipline partially has a positive and significant effect on job satisfaction of employees of the Public Relations and Protocol Section at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province, according to the results of the t-test, is proven.

Then the calculation results also show that the partial determination coefficient value of the work discipline variable (X2) is 0.228. This value means that the influence of the work discipline variable (X2) partially on the job satisfaction of employees of the Public Relations and Protocol Section at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province is 22.8%.

This reality indicates that there is a unidirectional influence between work discipline on job satisfaction of employees of the Public Relations and Protocol Section at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province. This means that if the work discipline of employees of the Public Relations and Protocol Section at the Regional Secretary's Adpim Bureau is developing towards a better direction, this condition can cause job satisfaction of employees of the Public Relations and Protocol Section at the Regional Secretary's Adpim Bureau of Central Sulawesi Province to also tend to increase. Thus, in accordance with the results of the research, work discipline is partially a function of job satisfaction of employees of the Public Relations and Protocol Section at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province because its existence determines the job satisfaction of protocol employees.

### **Work Environment Variable (X3)**

The t-test results show the t-count value of the work environment variable (2.809) or the Sig-t value of the work environment variable (X3) =  $0.009 < \alpha 0.05$ . This means that there is a positive influence between the work environment variable (X3) partially on the job satisfaction of employees of the Public Relations and Protocol Section at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province. Thus, the fourth hypothesis which states that the work environment partially has a positive and significant effect on job satisfaction of employees of the Public Relations and Protocol Section at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province, according to the results of the t-test, is proven.

Then the calculation results also show that the partial determination coefficient value of the work environment variable (X3) is 0.291. This value means that the influence of the work environment (X3) on the job satisfaction of employees of the Public Relations and Protocol Section at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province is 29.1%.

This reality indicates a unidirectional influence between the work environment and job satisfaction of employees of the Public Relations and Protocol Section at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province. This means that if the work environment develops towards a better direction, this condition can cause job satisfaction of employees of the Public Relations and Protocol Section at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province to also tend to increase. Thus, in accordance with the results of the research, the work environment is partially a function of job satisfaction of employees of the Public Relations and Protocol Section at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province because its existence determines the job satisfaction of protocol employees.

## DISCUSSION

### **1. The influence of leadership, work discipline and work environment on employee job satisfaction in the Protocol Public Relations Section at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province.**

The results of the F-test in this study mean that simultaneously the variables of leadership, work discipline and work environment have a positive and significant effect on the job satisfaction of employees of the Public Relations and Protocol Section at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province. The first hypothesis of this research can be scientifically proven.

This means that leadership, work discipline and work environment simultaneously have a positive and significant effect on job satisfaction of employees of the Public Relations and Protocol Section at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province. This means that if leadership, work discipline and work environment develop towards a better direction, the job satisfaction of protocol employees will increase.

Leadership (X1) in the context of this study is the ability of leaders in the Public Relations and Protocol Section of the Adpim Bureau of the Regional Secretary of Central Sulawesi Province to influence employee activities both individually and in groups towards achieving goals in order to work according to their respective duties and obligations effectively and efficiently.

Several dimensions of leadership (X1) used in this study refer to the opinion of Anoraga (2014: 86). This is reflected in the results of this study where the leaders in the Public Relations and Protocol Section of the Regional Secretary of Central Sulawesi Province have the ability to direct employees, are able to think strategically, have good knowledge and personality, have individual attention, and have good communication skills that have been applied to their leadership in the Public Relations and Protocol Section of the Regional Secretary of Central Sulawesi Province.

Work discipline (X2) in the context of this study means the awareness and willingness of employees of the Public Relations and Protocol Section at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province to obey all agency regulations and social norms that apply in the agency. Employee work discipline is reflected in the attitude of employees to obey time rules, obey agency regulations, and obey the rules of behaviour at work, where the results show that employee obedience to time rules has the most important role in work discipline variables. Meanwhile, on the other hand, employee obedience to the rules of behaviour at work has the lowest role in the work discipline variable.

Several dimensions of work discipline (X2) used in this study refer to the opinion of Sinungan (2018: 146). This is reflected in the results of this study where employees obey the time rules, agency rules, and rules of behaviour at work that have been applied in the Public Relations and Protocol Section of the Adpim Bureau of the Regional Secretary of Central Sulawesi Province.

The work environment (X3) in the context of this study is defined as everything that is around the employees of the Public Relations and Protocol Section at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province which can affect him in carrying out the tasks assigned to him in accordance with their respective duties and functions. The work environment is reflected in working conditions, work facilities, and work regulations in the agency, where the results show that working conditions have the most important role in work environment variables. Meanwhile, on the other hand, work regulations have the lowest role in work environment variables.

Several dimensions of the work environment (X2) used in this study refer to the opinion of Sagita (2015: 74). This is reflected in the results of this study where working conditions, work facilities, and work regulations are part of the work environment in the Public Relations and Protocol Section of the Adpim Bureau of the Regional Secretary of Central Sulawesi Province.

In accordance with the results of this study, it can be concluded that the variables of leadership, work discipline and work environment as predictor variables are considered to have

a positive influence on the job satisfaction of employees of the Public Relations and Protocol Section at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province. This is based on the reality of the research results which are able to prove empirically the strength of the relationship and influence of the variables of leadership, work discipline and work environment on job satisfaction of employees of the Public Relations and Protocol Section at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province.

It is realistic if in this study it is found that there is a positive and significant influence between leadership, work discipline and work environment on job satisfaction of employees of the Public Relations and Protocol Section at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province, considering that leadership, work discipline and a work environment that is developing towards a better direction are seen by most employees of the Public Relations and Protocol Section at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province as something positive that can provide support for employee job satisfaction.

The results of this study are in accordance with the research of Widaryati, Santosa, and Rahmanto (2014) which shows that: 1) there is a significant influence of leadership on employee job satisfaction at the Surakarta Youth and Sports Education Office; 2) there is a significant influence of the work environment on employee job satisfaction at the Surakarta Youth and Sports Education Office; and 3) there is a significant influence between leadership and work environment simultaneously on employee job satisfaction at the Surakarta Youth and Sports Education Office.

Also in accordance with Badawi's research (2014) which shows that there is a significant influence of the work environment on teacher job satisfaction. There is a significant influence of work discipline on teacher job satisfaction. There is a significant influence of work motivation on teacher job satisfaction. Simultaneously, there is a significant influence of work environment, work discipline, and work motivation on teacher job satisfaction and there is also the influence of other variables outside of the research model.

## **2. The effect of leadership on employee job satisfaction in the Public Relations and Protocol Section at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province.**

The sig-t value of the leadership variable (X1) in this study means that partially leadership has a positive and significant effect on employee job satisfaction in the Public Relations and Protocol Section at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province. While the value of the partial determination coefficient ( $r^2$ ) of the leadership variable (X1) with a value of 0.651 provides a meaning showing a close influence between leadership and employee job satisfaction of the Public Relations and Protocol Section at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province.

Empirically, the finding of a positive influence between leadership on job satisfaction of employees of the Public Relations and Protocol Section at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province, provides a meaning that the leader's ability to direct employees, the leader's ability to think strategically, the leader has good knowledge and personality, the leader has individual attention, and the leader has good communication skills, is part of the leadership that exists and is developed in the Public Relations and Protocol Section of the Adpim Bureau of the Regional Secretary of Central Sulawesi Province and is considered capable of making an important contribution in supporting the job satisfaction of protocol employees, where the dimension of leaders having good knowledge and personality has the most important role in the leadership variable (X1) which shapes the job satisfaction of employees of the Public Relations and Protocol Section at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province. In the assessment of research respondents, so far the good knowledge and personality of the leadership can be seen in the leaders giving examples to each employee to comply with every regulation that applies in the office and the leaders giving examples to each employee to comply with every regulation that applies in the office.

The results of this study also empirically prove that the dimension of having the ability to communicate well is a priority scale to be addressed in the leadership of superiors in the Public Relations and Protocol Section of the Adpim Bureau of the Regional Secretary of Central

Sulawesi Province, because it is still found that the leadership elements lack the ability to build good communication and there are still elements of leaders who are less able to provide good direction.

The results of this study empirically correspond to the research of Arini, Arafat and Wahidy (2021), which shows that principal leadership has a positive effect on teacher job satisfaction at SMA Negeri 2 Prabumulih. Also in accordance with the research of Astuti and Iverizkinawati (2018), which shows that there is a positive influence of leadership variables on employee job satisfaction at PT Sarana Agro Nusantara Medan. Also in accordance with the research of Saputra and Rahyuda (2018), which shows that leadership has a positive and significant influence on the job satisfaction of contract employees at the Denpasar Mayor's Office Secretariat.

### **3. The effect of work discipline on employee job satisfaction in the Public Relations and Protocol Section at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province.**

The sig-t value of the work discipline variable (X2) in this study means that partially work discipline has a positive and significant effect on job satisfaction of employees of the Public Relations and Protocol Section at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province. While the value of the partial determination coefficient ( $r^2$ ) of the work discipline variable (X2) with a value of 0.228 means that it shows a close influence between work discipline and job satisfaction of employees of the Public Relations and Protocol Section at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province.

Empirically, with the discovery of a positive influence between the work environment on job satisfaction of employees of the Public Relations and Protocol Section at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province, it means that working conditions, work facilities, and work regulations are part of the work environment that exists in the Public Relations and Protocol Section of the Adpim Bureau of the Regional Secretary of Central Sulawesi Province and are able to make an important contribution in supporting the job satisfaction of employees of the Public Relations and Protocol Section, where the dimensions of working conditions and work facilities have the most important role in the work environment variable (X2) which shapes employee job satisfaction of the Public Relations and Protocol Section at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province. In the assessment of research respondents, working conditions appear in physical facilities and infrastructure such as office buildings, data processing tools and so on where this is an important factor in supporting all activities of an agency or organisation. While work facilities appear to be adequate official vehicles in terms of feasibility and volume, existing complementary facilities (internet and others) help smooth the performance of tasks, existing work rules regulate employees in carrying out work, there is preparation of work plans for employees, and employees have their own files for the tasks they do.

The results of the study also empirically prove that the dimension of work regulations is a priority scale to be immediately addressed in the work environment in the Public Relations and Protocol Section of the Adpim Bureau of the Regional Secretary of Central Sulawesi Province, because there are still employees who are less obedient to the implementation of the rules that have been set in the Public Relations and Protocol Section of the Adpim Bureau (leadership administration) of the Regional Secretary of Central Sulawesi Province so that it affects the success of the agency in realising its vision and mission going forward.

The results of this study empirically correspond to the research of Pioh and Tawas (2016), which shows that the work environment has a significant positive effect on job satisfaction of civil servants at the Sonder District Office, Minahasa Regency.

## CONCLUSIONS

Based on the results of the research and discussion stated above, the authors draw several conclusions from the results of this study as follows:

1. Leadership, work discipline and work environment simultaneously have a positive and significant effect on job satisfaction of employees of the Public Relations and Protocol Section at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province.
2. Leadership partially has a positive and significant effect on job satisfaction of employees of the Public Relations and Protocol Section at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province.
3. Work discipline partially has a positive and significant effect on job satisfaction of employees of the Public Relations and Protocol Section at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province.
4. The work environment partially has a positive and significant effect on job satisfaction of employees of the Public Relations and Protocol Section at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province.

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# **THE INFLUENCE OF COMPETENCE, INDEPENDENCE AND ETHICS ON THE PERFORMANCE OF GOVERNMENT INTERNAL CONTROL APPARATUS (APIP) INSPECTORATE TOJO UNA-UNA REGENCY**

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## **ABSTRACT**

The aim and objective of this research is to determine simultaneously and partially how competence, independence, and ethics influence the performance of the Government Internal Audit Apparatus (APIP) of the Regional Inspectorate of Tojo Una-Una Regency. The research population was 32 respondents, using proportional techniques. The data analysis tool used in this research is multiple linear regression. The research results prove that simultaneously competency, independence, and ethics have a significant effect on the performance of the Government Internal Audit Apparatus (APIP) of the Regional Inspectorate of Tojo Una-una Regency, while the results of the partial test prove that competency, independence, and ethics have a significant effect on the performance of the Government Internal Oversight Apparatus (APIP) Tojo Una-una Regency Regional Inspectorate.

**Keywords: Competence, Independence, and Ethics, on the Performance of Government Internal Control Apparatus (APIP).**

## **INTRODUCTION**

The increasing demands of the public for accountable, fair, clean and transparent government administration. The government's efforts in serving the demands of the community, what must be done at this time is to improve good governance, by setting targets to improve services to the community with the direction of a clean and authoritative governance policy. One of them is through an effective supervisory system, which is supported by increasing the function and role of the government's internal supervisory apparatus. Good governance is supported by several aspects including inspection, supervision and control. Examination has the meaning of an activity carried out by parties who have professional competence and independence with the aim of examining whether the results of government performance are in accordance with the provisions. (Andini, 2022; Ultasia, 2022)

Internal supervision is an important function in every organization, including in the government environment. The Government Internal Control Apparatus (APIP) is responsible for ensuring effectiveness, efficiency, and accountability in the management of public resources. To achieve this goal, it is important for APIP to have strong competence, independence, and ethics.

According to (Jasman; Mattulada, Andi & Iqbal, 2019) the performance of the Government Internal Control Apparatus (APIP) in question is the performance of the Government Internal Control Apparatus (APIP) based on compliance in carrying out supervision and examination procedures in accordance with what has been regulated in the Regulation of the State Minister for Administrative Reform (Per/04/M.PAN/03/2008, 2008). March 2008 concerning Government Internal Control Apparatus Audit Standards which include competence, independence and ethics.

As a Government Internal Control Apparatus (APIP), the Regional Inspectorate has a very strategic role and work unit both in terms of functions and responsibilities in management and in terms of achieving the vision and mission and programs of the Government. In terms of basic management functions, the Regional Inspectorate has a position equivalent to the planning function or implementation function.

The examiner is responsible for maintaining independence in mental attitude (independent in fact) and independence in behavioral appearance (independent in appearance) when carrying out the

examination. Being objective is a way of thinking that is impartial, intellectually honest, and free from conflicts of interest. Being independent means avoiding relationships that can interfere with the mental attitude and objective appearance of the examiner in carrying out the examination.

## LITERATURE REVIEW

Public (IAI) explains that auditor competence / expertise is sufficient auditor knowledge and expertise and can conduct audits objectively, carefully and thoroughly. Measurement indicators of competence are personal quality, general knowledge, and special expertise (Storteboom et al., 2017)

Meanwhile, according to (Jasman; Mattulada, Andi & Iqbal, 2019) that the ability of APIP to carry out tasks is largely determined by their individual competencies. Individual competencies include; educational background, technical competence and job certification and continuing education and training.

Independence is a mental attitude that is free from influence that is not controlled by other parties, and does not depend on others. (Mulyadi, 2016: 8).

Independence is freedom from obligations or relationships with the subject being audited by employees, not controlled by the company that controls the internal audit activity, there is no influence arising from current or past relationships (Halim., 2016)

According to (Nuratni, M., & Sunarsih, 2021) an auditor must have ethics in carrying out his duties. (Ramadhan & Adhim, 2021) states Auditor Ethics as customs, habits, values, and norms that apply in a group or society and is the science of assessing good things and bad things, about moral rights and obligations (morals) and the implementation of audits must refer to auditing standards and comply with a code of ethics.

According to (Fachruzzaman et al., 2021) also expressed the opinion that ethics in a profession such as auditors can also affect the quality of an audit. Auditors who have good ethics are expected to produce quality audits. The rules of conduct for government functional apparatus regulate the behavior of auditors, including regulating the relationship between auditors and colleagues, superiors, objects of examination and the public.

APIP performance is an action or implementation carried out with the aim of achieving better work results (Oktapiyana et al., 2018) The demand for APIP to be able to provide good APIP performance is inseparable from the results of its performance, namely providing good audit quality in every examination.

## RESEARCH METHODS

Quantitative methods can be defined as research methods based on the philosophy of positivism, used to research on certain populations or samples, data collection using research instruments, quantitative / statistical data analysis, with the aim of describing and testing predetermined hypotheses. The experimental method is one of the quantitative methods, used mainly when researchers want to conduct experiments to find the effect of certain independent variables/treatment/treatment/treatment on dependent variables/outcomes/outputs under controlled conditions.

The data used in clean water demand research is primary data. Primary data for this study were obtained from employees who work at the Inspectorate of Tojo Una-Una Regency.

Primary data from respondents, in this case APIP in the Regional Inspectorate of Tojo Una-Una Regency. The primary data is in the form of a questionnaire.

Data analysis In order to analyze the data, the authors used.

1. Multiple regression formula, to provide a clearer picture, it can be stated with the following formula

$$Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3 + e$$

Where:

Y = APIP Performance at the Inspectorate of Tojo Una-una Regency

X1 = Competence

X2 = Independence

X3 = Ethics

a = Constant Value

- b1 = The Value of the coefficient of regression X1
- b2 = The Value of the coefficient of regression X2
- b3 = The Value of the coefficient of regression X3
- e = Error

Multiple linear regression analysis is a linear relationship between two or more independent variables and the dependent variable. This analysis is to determine the direction of the relationship between the independent variable and the dependent variable is positively or negatively related and to predict the value of the dependent variable if the independent variable increases or decreases.

The data analysis technique used by researchers in this study is a data analysis technique according to Miles & Huberman (Tjeng & Nopianti, 2020) When the data collection process is carried out simultaneously based on three components of action, namely data reduction, data presentation and reasoning (control).

## 2. Statistical Test

The statistical test in this study consists of the coefficient of determination  $R^2$ , simultaneous significance test (F test), and individual significance test (t statistical test).

## 3. Partial Test (t Test)

Misbahuddin and Hasan (2013: 57) explain that the t test is a statistical test for the regression coefficient with only one regression coefficient affecting the dependent variable (Y).

## 4. Simultaneous Test (F Test)

According to Misbahuddin and Hasan (2013: 69), the F test is a statistical test for regression coefficients that simultaneously or jointly affect the independent variable (Y).

## 5. Classic Assumption Test

The classic assumption test aims to determine whether the regression model is good or not if it is used for estimation. A model is said to be good if it is BLUE (Best Linear Unbiased Estimator), which fulfills classical assumptions or avoids problems of multicollinearity, heteroscedasticity, and autocorrelation.

## 6. Multicollinearity

Orgonal variables are independent variables whose correlation value between fellow independent variables is equal to zero (Ghozali, 2020)

## 7. Heteroscedasticity

Heteroscedaticity testing aims to determine whether in the regression model there is an inequality of variance and residual observations to other observations (Duwi 2010: 86):

## 8. Normality

Basically, for the number of observations less than 30, a normality test must be carried out, while the number of observations more than 30 does not require a normality test because the distribution of the sampling error term is close to normal (Ajija, 2011).

This research was conducted at the Regional Inspectorate Office of Tojo Una-Una Regency with the suitability of the objectives of this study and facilitating the data collection process which has a close relationship with human resources because HR is responsible for the management and development of employees in the organization. so that the location selection is in line with the research variables consisting of variables Competence (X1), Independence (X2) and ethics (X3) on APIP performance (Y).

# RESULTS AND DISCUSSION

## RESULTS

To obtain data, the researcher asked respondents to respond to the statements given and converted into data that could be studied further. The number of respondents used was 32 government internal

control apparatus (APIP) Inspectorate of Tojo Una-Una Regency. The characteristics of respondents, namely gender, age, position, education work experience are as follows:

#### 1. Gender

In the following figure:

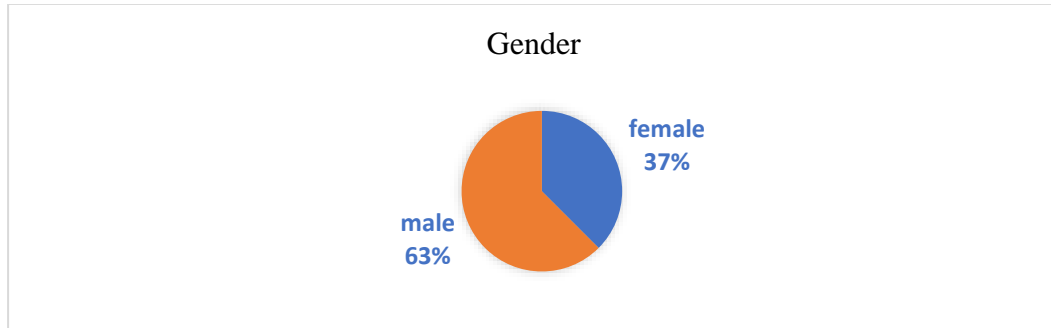


Figure  
Respondent Gender

Based on the picture above, it shows that the largest number of respondents are male, namely 63% or 20 people and 37% or 12 female respondents.

#### 2. Age

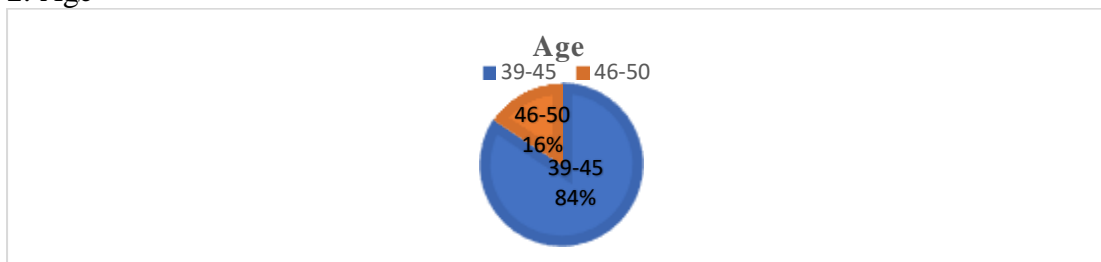


Figure  
Respondent Age

Based on the picture above, it shows that respondents aged 39-45 years amounted to 16% or 27 people and 46-50 years old amounted to 84% or 5 people.

#### 3. Position

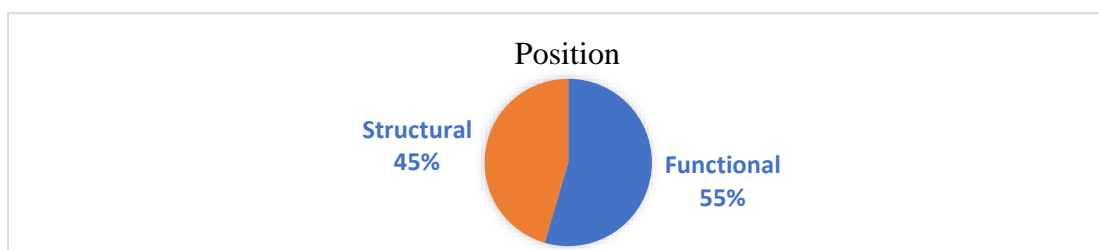


Figure  
Respondent Position

Based on Figure 4.3, it shows that respondents have functional positions totaling 55% or 20 people and structural positions totaling 45% or 4 people.

#### 4. Education



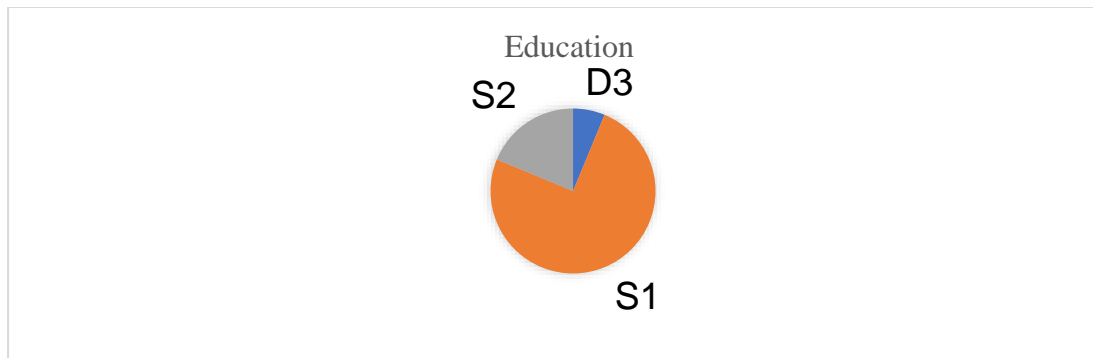


Figure  
**Respondent Education**

Based on the figure above, it shows that the number of respondents with D3 education is 6% or 2 people, respondents with S1 education are 75% or 24 people and S2 is 19% or 6 people.

## 5. Work experience



Figure  
**Respondent Work experience**

Based on the picture above, it shows that the number of respondents who have work experience > 5 years is 100% or 32 people.

## Table of Multiple Linear Regression Analysis Results

Variable name l	Variable Coefficient	Significance Value
Constant	7,993	
Competence (X1)	,282	,000
Independence(X2)	,183	,028
Ethics (X3)	,370	,000

Source: SPSS processed data, 2024

$$Y = 7,993 + 0,282 X_1 + 0,183 X_2 + 0,370 X_3$$

Based on this equation, it can be stated that the independent variables (X1, X2 and X3) have a positive influence on the dependent variable (Y).

## F TESTn

## T test table

No	Variable	Significant Value	F Count Value
1	X1, X2, X3 towards (Y)	0,000	52,873

Source: SPSS processed data, 2024

Based on Table 2 above, the  $t_{count}$  value is greater than the  $f$  table value ( $52.873 > 0.05$ ) while the  $t_{table}$  value is 3.34, which means that the  $t_{table}$  value is smaller than the  $t_{count}$  value. Which means that there is a significant influence on the variables of competence, independence and ethics on the performance of APIP in the Regional Inspectorate of Tojo Una-Una Regency.

### Multicollinearity test

Multicollinearity Test Table

Independent Variabele	Tolerance	VIF	Ket
Competence	0,841	1,189	< 10
Indenpendence	0,965	1,036	< 10
Ethics	0,868	1,152	< 10

Source: SPSS processed data, 2024

Based on the table above, it can be seen that the test results show that all variables used as predictors of the regression model show a fairly small F value, where all variables have a value of  $< 10$  with a tolerance value  $> 0.1$ . So it can be concluded that the independent variables used in the study do not have multicollinearity symptoms and can be used for further analysis.

### Hesteroscedasticity Test

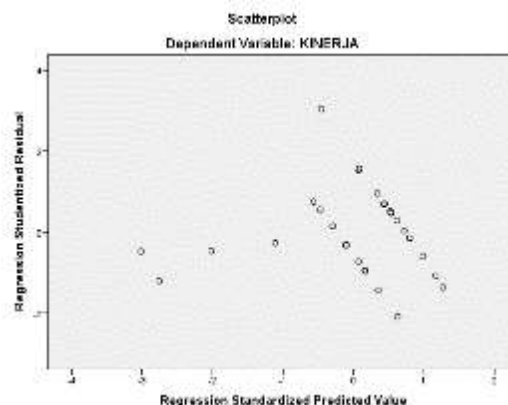


Figure  
Hesteroscedasticity Test

The basis for analyzing the heteroscedasticity test with a plot graph is that if the points in the graph are scattered (not in the form of a pattern) then there is no heteroscedasticity. It appears in the diagram above, that the research model does not have heteroscedasticity disorder because there is no certain pattern on the graph.

## Normality Test

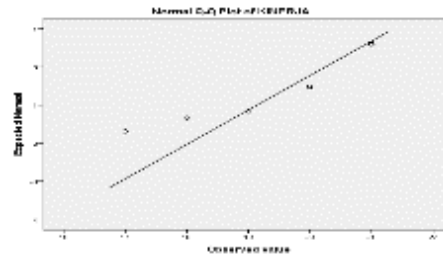


Figure  
Normality Test

Based on Figure 4.7, it can be concluded that the data in this study meet the normal requirements, so it can be concluded that the data processed is normally distributed so that the normality test is fulfilled.

## DISCUSSION

The results of hypothesis testing and data analysis that have been carried out previously regarding competence, independence and ethics on APIP performance at the Regional Inspectorate of Tojo Una-Una Regency, the next stage is to discuss the research results. For more details, the discussion can be seen as follows:

### 1. Does competence individually have a positive and significant effect on the performance of APIP at the Inspectorate of Tojo Una-una Regency?

Based on the results of testing the first hypothesis, it proves that competence has a positive effect on APIP performance at the Regional Inspectorate of Tojo Una-Una Regency with a significant value of  $0.000 < 0.05$ . Which means that there is an influence of competence on APIP performance at the Regional Inspectorate of Tojo Una-Una Regency. The results of this study are in line with (Yazid & Suryanto, 2016) which states that competence partially has a positive and significant effect on auditor performance. The results of this study also strengthen the theory put forward by (Murwanto, 2012) which says that in order to provide quality audit services, auditors must have and maintain competence and diligence.

### 2. Does Independence partially have a positive and significant effect on APIP performance at the Regional Inspectorate of Tojo Una-Una Regency?

on the results of hypothesis testing, it proves that independence has a positive effect on the performance of APIP in the Regional Inspectorate of Tojo Una-Una Regency with a significant value of  $0.028 < 0.05$ . This means that independence has a positive and significant effect on PIP performance at the Regional Inspectorate of Tojo Una-Una Regency. The results of this study are in line with research (Bolang et al., 2013) that independence partially has a significant effect on audit quality and has a positive or unidirectional relationship. This means that the increasing independence of an auditor will improve audit quality, meaning that audit quality can be achieved if the auditor has good independence.

### 3. Does Ethics partially have a positive and significant effect on APIP performance at the Regional Inspectorate of Tojo Una-Una Regency?

The results of the study prove that ethics has a significant effect on APIP performance at the Regional Inspectorate of Tojo Una-Una Regency with a significance value of  $0.000 < 0.05$ . This means

that ethics has a positive effect on APIP performance at the Regional Inspectorate of Tojo Una-Una Regency. This research is in line with research conducted by Aini (2013) in his research concluded that there is an influence of professional ethics on audit quality. In line with that, Aini (2009) describes that applying auditor ethics will produce quality audits, so that audit reports can provide relevant to users.

#### **4. How do competence, independence and ethics simultaneously affect the performance of APIP in the Regional Inspectorate of Tojo Una-Una Regency?**

Based on the results of research conducted, the three variables of Competence, Independence and ethics have a significant value with the performance of APIP in the Regional Inspectorate of Tojo Una-Una Regency. This research is in line with research conducted by Aulia Saputra, 2016 " Compensation, Independence, and Professional Ethics of Internal Auditors on Audit Quality at the Inspectorate General of the Ministry of Manpower" with significant test results affecting Compensation, Independence, and Professional Ethics of Internal Auditors on Audit Quality at the Inspectorate General of the Ministry of Manpower. This means that the variables of Compensation, Independence, and Ethics have an influence on the performance of APIPI at the Regional Inspectorate of Tojo Una-Una Regency.

### **CONCLUSIONS AND SUGGESTIONS**

#### **Conclusion**

From the results of research and discussion regarding the influence of Competence, Independence and ethics on APIP performance at the Regional Inspectorate of Tojo Una-Una Regency, the researcher draws the following conclusions:

1. Competence, independence, and ethics simultaneously influence APIP's performance at the Tojo Una-una Regency Regional Inspectorate.
2. Competence has a positive effect on APIP performance at the Regional Inspectorate of Tojo Una-Una Regency
3. Independence has a positive effect on APIP performance at the Regional Inspectorate of Tojo Una-Una Regency
4. Ethics has a positive effect on APIP performance at the Regional Inspectorate of Tojo Una-Una Regency

#### **Suggestion**

Based on the above conclusions, the researchers convey that:

1. The mean value of the competency variable that needs to be improved is in the dimension, namely, I need knowledge obtained from courses in the field of auditing, so it is recommended to the Tojo Una-una Regency Inspectorate to further improve the competency of auditors by involving or carrying out training to increase the knowledge of the auditor team
2. It would be best for the Internal Supervisory Apparatus (APIP) at the Tojo Una-una Regency Inspectorate to continue coordinating with the Ministry of Finance regarding the training system to improve APIP's performance as a team of auditors. This is because the training that the audit team participated in was not fully supported by the Ministry of Finance.

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# THE INFLUENCE OF MOTIVATION, COMPETENCE AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE

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## Abstract

The purpose of this study was to test and explain empirically (1) Motivation, competence and work discipline have a significant effect on employee performance at the Tojo Una-Una Regency Regional Civil Service and Human Resources Development Agency (2) Motivation has a significant effect on employee performance at the Tojo Una-Una Regency Regional Civil Service and Human Resources Development Agency (3) Competence has a significant effect on employee performance at the Tojo Una-Una Regency Regional Civil Service and Human Resources Development Agency (4) Work discipline has a significant effect on employee performance at the Tojo Una-Una Regency Regional Civil Service and Human Resources Development Agency. The type of research used in this study is causality research. Hypothesis testing using Multiple Linear Regression Analysis with a sample of 64 respondents consisting of 40 civil servants and 24 non-civil servants. The results of the analysis show that (1) Motivation, competence and work discipline have a significant effect on employee performance at the Staffing Agency and Regional Human Resources Development of Tojo Una-Una Regency (2) Motivation has a significant effect on employee performance at the Tojo Una-Una Regency Regional Civil Service and Human Resources Development Agency (3) Competence has a significant effect on employee performance at the Tojo Una-Una Regency Regional Civil Service and Human Resources Development Agency (4) Work discipline has a significant effect on employee performance at the Tojo Una-Una Regency Regional Civil Service and Human Resources Development Agency.

**Keywords:** Motivation, Competence, Work Discipline and Employee Performance.

## INTRODUCTION

Good quality Human Resources are needed in running a company to realize organizational functions. If these resources are properly considered, it will produce good performance which can be seen from the level of productivity. The thing that needs to be considered in improving performance is by motivating employees so that they can contribute positively to the achievement of organizational goals. According to Rivai (2017) motivation is a series of attitudes and values that influence individuals to achieve specific things according to individual goals. Motivation is the result of a number of processes that are internal and external to an individual that cause enthusiasm and persistence in terms of carrying out certain activities.

According to Hidayat, R (2021) motivation is a force, both from within and from outside that encourages a person to achieve certain predetermined goals. Motivation is one of the roles that leaders must perform towards their subordinates. Leaders motivate employees to produce the specified performance, provide support, assist, and direct employees in completing their work, a leader must have the right way to motivate his employees to achieve high work performance.

Motivation is the power or drive that exists in employees to act (behave) in certain ways, this power is in the form of individual willingness to do something or according to their individual abilities. Motivation is formulated as a willingness to carry out high efforts to achieve organizational goals, which are conditioned by the ability of efforts to meet certain individual needs (Rivai, 2017).

The Regional Personnel and Human Resources Development Agency is a regional apparatus in Tojo Una-Una Regency that carries out the supporting functions of Personnel and Resource Development. For example, carrying out competency tests in the context of talent mapping within the Tojo Una-Una Regency government and selection of high-ranking pratama leaders. In addition, the Regional Personnel and Human Resources Development Agency also carries out functions: (1) preparation of technical policies in the field of staffing and development of Regional human resources, (2) implementation of technical support tasks in the field of staffing and development of Regional human

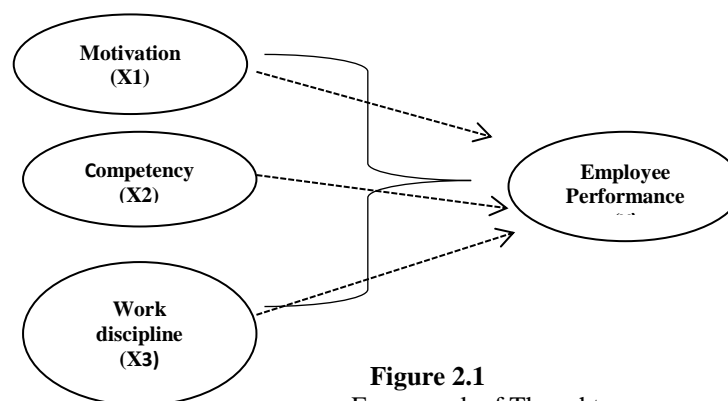
resources, (3) monitoring, evaluation, and reporting on the implementation of technical support tasks in the field of staffing and development of Regional human resources, (5) technical guidance on the implementation of supporting functions of Regional Government affairs in the field of staffing and development of Regional human resources (5) implementation of other functions assigned by the regent in accordance with its duties and functions.

Wibowo (2012) states that competence is an ability to carry out or perform a job or task based on skills and knowledge and supported by the work attitude demanded by the job. Thus competence shows the skills and knowledge that are characterized by professionalism in a particular field as the most important thing as the flagship of that field. Therefore, competence is a basic characteristic possessed by each individual, which is related to the criteria required for superior and effective performance. Thus it can be concluded that a competent employee is an employee who is full of confidence because he has knowledge according to his field, has skills and a positive attitude in his field of work. This is in line with research conducted by Rosmaini (2019) which states that partially competence has a positive and significant effect on employee performance.

Problems related to competence in the Regional Human Resources Staffing and Development Agency, namely the lack of technical personnel who will work in certain fields, for example in the field of data and information, there is still a need for reliable programmers who can help create a system that is integrated with staffing data, in the staffing section there is a lack of personnel to operate the staffing system.

Furthermore, the factor that affects employee performance is work discipline. According to Mardika (2022) discipline is a very important function and also the key to realizing goals because without good discipline it is difficult to realize maximum goals. Meanwhile, according to Sinambela (2021) work discipline is the ability of a person to work regularly, diligently continuously and work in accordance with the rules of the applicable rules by not violating the rules that have been set. Sinambela (2021) also explains that the discipline of an employee will greatly affect performance in the organization, because the better the employee's discipline, the higher the work performance he can achieve. In other words, the existence of a disciplined attitude from employees will have an impact on excellent work results or performance for the sustainability of an agency or company from these employees. Work discipline is a tool used by managers to communicate with employees so that they are willing to change a behavior and as an effort to increase the awareness and willingness of a person to obey all company regulations and applicable social norms.

The following figure is a framework for thinking in this study



**Figure 2.1**  
Framework of Thought

Description:

- > Simultaneous Effect
- > Partial Influence

From the description above, the research hypothesis can be prepared as follows:

1. Motivation, competence and work discipline have a significant effect on employee performance at the Tojo Una-Una Regency Regional Personnel and Human Resources Development Agency.
2. Motivation has a significant effect on employee performance at the Staffing Agency and Regional Human Resources Development of Tojo Una-Una Regency.

3. Competence has a significant effect on employee performance at the Staffing Agency and Regional Human Resources Development of Tojo Una-Una Regency.
4. Work discipline has a significant effect on employee performance at the Staffing Agency and Regional Human Resources Development of Tojo Una-Una Regency.

## RESEARCH METHOD

The type of research used in this study is causality research (Sugiyono, 2018). Causality research is research conducted to describe the relationship and influence schemes of two or more variables, as well as how one variable affects another. The type of data used in this research is primary data. The population that became the object of this study were all employees of the Tojo Una-Una Regency Regional Human Resources Staffing and Development Agency consisting of 40 civil servants and 24 honorary employees. Furthermore, the sample size The sampling technique that will be used in this study is the census method based on the provisions put forward by Sugiyono (2018), which says that: "Saturated sampling is a sampling technique when all members of the population are used as samples. Then the number of samples in this study were 64 respondents.

Descriptive analysis in this study is used to collect, summarize, present, and describe data so that it can provide useful information. Meanwhile, hypothesis testing uses multiple linear regression parametric statistical analysis tools. This test is used to determine which independent variables have a significant effect on the dependent variable. Where  $F(\text{count}) > F(\text{table})$ , the hypothesis is accepted or the independent variable can explain the dependent variable. Conversely, if  $F(\text{count}) < F(\text{table})$ , then the hypothesis is rejected or the independent variable has no effect on the dependent variable. To determine whether or not the influence of the independent variable on the dependent variable is significant, a probability of 5% ( $\alpha = 0.05$ ) is used.

## RESULTS AND DISCUSSION

### Description of Research Variables

Primary data comes from all data related to the object of research, where the data is obtained through respondents' responses to each question in the questionnaire. Then the data will be analyzed by calculating the frequency and percentage, the variable recapitulation based on the average value is presented below.

**Table 1**  
**Variable Recapitulation Based on Mean Value**

Variables/Dimensions		Mean	Total average
Motivation	External Motivation (Organizational Characteristics)	4.35	4.29
	Internal Motivation (Personal Characteristics)	4.24	
Competency	Motive	4.24	3.94
	Nature	3.95	
	Self Concept	3.74	
	Knowledge	3.77	
	Skills	3.98	
Work Discipline	Goals and Capabilities	3.88	4.12
	Leadership Model	3.88	
	Merit Reply	4.20	
	Justice	4.06	
	Waskat (Close Supervision)	4.14	
	Legal Sanctions	4.33	
	Assertiveness	4.29	
	Human Relations	4.20	

Variables/Dimensions		Mean	Total average
Employee Performance	Technical Ability	4.35	4.13
	Conceptual Ability	4.10	
	Interpersonal Relationship Skills	3.94	

Based on the table above, it shows that the contribution of the total mean value of the motivation variable is 4.29, the highest mean value contribution is in the external motivation dimension (organizational characteristics) of 4.35 and the lowest contribution is the internal motivation dimension (personal characteristics) which is 4.24. This suggests that employees' emotional attachment and involvement in the organization have a significant role in achieving optimal employee performance. Furthermore, the total mean value of the competency variable is 3.94 with the highest mean value contribution being the dimension of motive. Meanwhile, the low contribution is the self-concept dimension, which is 3.74. This suggests that employees have a drive to stay in the organization for internal reasons that encourage individuals to act, can greatly affect how employees develop and use their skills and knowledge.

In addition, the total mean value of the work discipline variable is 4.12 and the contribution of the highest mean value to the dimension of legal sanctions. Meanwhile, what contributes low is the dimension of goals and abilities and the leader's example. This suggests that legal sanctions have a significant role in maintaining work discipline in an organization. For example: enforcing organizational rules and policies, maintaining fairness and balance and encouraging compliance with performance standards.

Then, for the total mean value of employee performance of 4.13 with the highest mean value contribution is the technical ability dimension. Meanwhile, the low contribution is the dimension of interpersonal relationship skills of 3.94. This indicates that technical ability is an important aspect of employee performance, especially in the context of jobs that require specialized skills and in-depth knowledge of a particular field. Some of the contributions of technical ability to employee performance are: increased productivity, quality of work, and effectiveness in task execution.

### Data Analysis Results

Multiple linear regression analysis was used in this study with the aim of determining whether there is an influence of the independent variable on the dependent variable. Statistical calculations in multiple linear regression analysis used in this study are using the help of the SPSS computer program. A summary of the results of data processing using the SPSS program is as follows:

Table 2  
Multiple Linear Regression Test Results

Dependent Variable Y = Employee Performance					
Independent Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig
	B	Standar Error	Beta		
	.649	.424		1.530	.039
<b>C = Constant</b>	.403	.122	.380	3.302	.000
<b>Motivation (X1)</b>	.255	.072	.326	3.550	.038
<b>Competence (X2)</b>	.212	.095	.248	2.234	.000
Multiple R = .557			Sig.F = .000		
R Square (R <sup>2</sup> ) = .746			F = 25.136		

From these results if written in the standardized form of the regression equation is as follows:

$$Y = 0.649 + 0.403X_1 + 0.255X_2 + 0.212X_3 + e$$

Based on the table above, the hypothesis test results can be explained as follows:

### Simultaneous Hypothesis Testing (F Test Results)

The significance number of F is 0.000. The number  $0.000 < 0.05$  therefore,  $H_0$  is rejected and  $H_a$  is accepted. This means that there is a significant effect of the independent variable (X) on the dependent (Y).

### **Partial Hypothesis Testing (t Test Results)**

#### **a) Motivation Variable (X1)**

The test results obtained a significance number of  $0.000 < 0.05$  therefore, the hypothesis is accepted. This means that variable X1 (motivation) has an effect on variable Y (employee performance).

#### **b) Competency Variable (X2)**

The test results obtained a significance figure of  $0.038 < 0.05$  therefore, the hypothesis is accepted. This means that variable X2 (competence) has an effect on variable Y (employee performance).

#### **c) Work Discipline Variable (X3)**

The test results obtained a significance figure of  $0.000 < 0.05$  therefore, the hypothesis is accepted. This means that variable X3 (work discipline) has an effect on variable Y (employee performance).

## **DISCUSSION**

### **Motivation, competence and work discipline have a significant effect on employee performance at the Personnel Agency and Regional Human Resources Development of Tojo Una-Una Regency**

Simultaneous test results prove that motivation, competence and work discipline have a significant effect on employee performance at the Tojo Una-Una Regency Regional Personnel and Human Resources Development Agency. This explains that motivation, competence, and work discipline are three important factors that have a significant effect on employee performance at the Regional Human Resources Staffing and Development Agency (BKPSDM) of Tojo Una-Una Regency.

Motivation is an internal drive that moves a person to act and achieve certain goals. In the context of work, motivation can come from intrinsic (such as personal satisfaction, self-development) or extrinsic (such as rewards, salary, promotion) factors. The effect of motivation on performance is that high motivation in BKPSDM employees of Tojo Una-Una Regency can increase their enthusiasm and commitment to work. Motivated employees tend to be more productive, creative, and oriented towards achieving optimal results. They will be more proactive in completing tasks and achieving organizational targets.

Competencies encompass the knowledge, skills, and attitudes possessed by employees that are necessary for the effective performance of their duties and responsibilities. Competencies consist of technical ability, interpersonal ability, and conceptual ability. The effect of competence on performance is that high competence ensures that employees have the capabilities needed to complete work to the expected standard. Tojo Una-Una Regency BKPSDM employees who are competent will be able to manage administrative tasks, develop HR development programs, and conduct performance evaluations properly. This has a direct impact on improving the efficiency, effectiveness and quality of services provided by BKPSDM.

Work discipline refers to an employee's adherence to rules, procedures, and policies that have been established by the organization. This includes punctuality, responsibility, and consistency in carrying out tasks. The effect of work discipline on employee performance is that high work discipline ensures that BKPSDM employees of Tojo Una-Una Regency work in an orderly and organized manner. Disciplined employees will complete tasks on time, follow correct procedures, and show high responsibility. This helps create a productive and professional work environment, and minimizes errors and delays in the work process.

Overall, motivation, competence, and work discipline are interrelated and together form a strong basis for achieving optimal employee performance at BKPSDM Tojo Una-Una Regency. Saptalia, H et al (2022) describe some specific ways in which these three factors can influence employee performance: (1) Motivation can increase employee commitment and loyalty, leading to better performance and higher retention rates. (2) High competence enables employees to complete tasks more effectively and efficiently, improving the quality of output and reducing the time and resources required. (3) Work discipline helps to create an organized and stable work environment, which is essential for maintaining productivity and avoiding errors caused by non-compliance with procedures.

By focusing on improving motivation, competence, and work discipline, BKPSDM Tojo Una-Una Regency can improve overall employee performance, which in turn contributes to the achievement of organizational goals and vision. These efforts can include training and development programs,



providing incentives, and implementing strict and fair disciplinary policies. This is in line with research conducted by Silvana *et al* (2023) which simultaneously shows that motivation, competence and discipline variables affect employee performance, which means that increasing motivation, competence and discipline will affect the performance of employees of the Economic and Development Assistant of the Regional Secretariat in Sidrap district by 89.1%.

### **Motivation has a significant effect on employee performance at the Personnel Agency and Development of Regional Human Resources of Tojo Una-Una Regency.**

Partial test results proved that motivation affects employee performance at the Tojo Una-Una Regency Regional Personnel and Human Resources Development Agency. This indicates that motivation plays an important role in influencing employee performance at the Regional Human Resources Staffing and Development Agency (BKPSDM) of Tojo Una-Una Regency.

This study measures motivation variables with 2 (two) dimensions, namely external motivation derived from organizational characteristics and internal motivation derived from personal characteristics. External motivation is a push or influence from outside that encourages a person to act or achieve certain goals. It can be a reward, praise, punishment, or pressure from the environment, other people, or other external situations. For example, a high salary, appreciation from a boss, or parental expectations can be an external motivation for someone to work hard or achieve a certain feat. External motivation can be effective in driving short or specific actions, but sometimes does not provide sustained or meaningful motivation if it is not accompanied by strong internal motivation.

The results of the study explain that the contribution of the influence of internal motivation derived from personal characteristics on employee performance in BKPSDM is still low, this indicates that there is a need for: (1) drive for achievement, because motivated employees have a strong internal drive to achieve achievements in their work. This motivation encourages them to work harder, smarter, and more efficiently, which in turn increases their productivity. (2) increased energy and enthusiasm, as high motivation creates energy and enthusiasm at work. Energized employees tend to be more productive as they feel more engaged and excited about completing their tasks. (3) improved work quality, as motivation encourages employees to pay more attention to detail and strive to achieve the best results. They tend to be more thorough and careful in completing their tasks, which improves the quality of output. (4) commitment to quality standards, because motivated employees will be committed to meeting or even exceeding the quality standards set by BKPSDM. They are more likely to follow the procedures and guidelines necessary to produce high-quality work. (5) satisfaction and well-being, such as a sense of accomplishment and recognition can increase job satisfaction and employee well-being. Employees who are satisfied with their jobs will be happier, which contributes to better performance.

By improving employee motivation through these various strategies, BKPSDM Tojo Una-Una Regency can significantly improve the performance of its employees, which ultimately contributes to the achievement of organizational goals and improved public services. This research is reinforced by the research journal from Hutagalung *et al* (2021) which states that competence (X1), work ethic (X2), work discipline (X3), and work motivation (X4) together have a significant influence on the performance of government employees in the Mentawai Islands Regency Health Office.

### **Competence has a significant effect on employee performance at the Staffing Agency and Regional Human Resources Development of Tojo Una-Una Regency.**

Partial test results that competence affects employee performance at the Tojo Una-Una Regency Regional Human Resources Staffing and Development Agency. In this study, competency variables were measured with 5 (five) dimensions, namely: motives, traits, self-concept, knowledge and skills. By paying attention to all these elements, organizations can develop a comprehensive HR development strategy to improve performance and long-term success.

The results indicate that competence needs to be considered by BKPSDM, especially in dimensions that have a low mean value of respondents' answers, namely self-concept. Self-concept is an important aspect of human resource (HR) competence. Self-concept refers to an individual's perception of himself, including an assessment of personal abilities, characteristics and values. Employees who have a positive self-concept are more motivated to take initiative in their work. They tend to be proactive in finding solutions, innovating, and contributing to the improvement of work processes.



Andriyani, P *et al* (2021) explained that a healthy self-concept helps employees build positive working relationships with coworkers, superiors, and subordinates. They tend to be more communicative, cooperative, and open to feedback. Thus, self-concept is an important variable in human resource competencies as it affects how employees see themselves and interact with their work. Employees with a positive self-concept tend to be more competent, motivated and effective in their work, which contributes to overall organizational performance.

This research is in line with research conducted by Irtawan (2024) which also found that the partial influence of competence has a greater influence on performance than other factors. The partial effect of competence on performance is 0.451 or 45.1% while the remaining 0.54 or 54% is the influence of other variables that are not examined.

### **Work discipline has a significant effect on employee performance at the Personnel Agency and Development of Regional Human Resources of Tojo Una-Una Regency**

Partial test results that work discipline affects employee performance at the Personnel and Human Resources Development Agency of Tojo Una-Una Regency. In this study, the competency variable was measured by 8 (eight) dimensions, namely: goals and abilities, leadership examples, rewards, justice, waskat, legal sanctions, firmness and human relations. The results indicate that work discipline needs to be considered by BKPSDMD, especially in dimensions that have a mean value of respondents' answers that are still low, namely goals and abilities and leadership examples.

The results of observations and observations in this study suggest several factors for the low goals and abilities and leadership role models at the Personnel and Human Resources Development Agency (BKPSDMS) of Tojo Una-Una Regency, namely: (1) limited resources, whether in terms of budget, personnel, or infrastructure. These limitations can hinder their ability to provide the training and development needed to improve the goal and capability dimensions and provide good leadership role models. (2) The lack of strategic planning and management within BKPSDMS may lead to an inadequate focus on the development of goals and capabilities, and inadequate attention to the development of effective leadership. Without a clear and purposeful strategy, efforts to improve these dimensions may not be optimized. (3) The lack of commitment from leaders in BKPSDMS to prioritize individual and leader development may also be the cause of the low dimensions of goals and capabilities and leadership role models. Without strong support from the leadership level, it is difficult for organizations to achieve significant changes in terms of human resource development. (4) External factors such as the political, economic or social situation in Tojo Una-Una district also contribute to the low level of these dimensions. For example, difficult economic conditions or high political competition can divert attention from human resource development efforts.

This research is in line with Laosoh *et al* (2022) and Tila, M (2023) The results of this study indicate that the variables of competence and work discipline affect employee performance both partially and simultaneously. The coefficient of determination ( $R^2$ ) of 0.959 indicates that the magnitude of the influence of the three independent variables together on the dependent variable is 95.9%.

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