The Influence of Competence, Discipline, and Transformational Leadership on Performance with Job Satisfaction as an Intervening

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Abstract: In the era of globalization, employee performance is one of the important factors that determine the success of an organization, including the National Food Agency. Optimal employee performance is needed to face challenges and meet increasingly complex demands in the food sector. The purpose of this study was to analyze the Influence of Competence, Work Discipline, and Transformational Leadership Style on Employee Performance at the National Food Agency with Job Satisfaction as an Intervening Variable. The research method used is quantitative descriptive with SmartPLS statistical analysis of 150 respondents. The results of the study indicate that 1) Competence, Work Discipline and Transformational Leadership Style directly affect job satisfaction; 2) Work Discipline and Job Satisfaction directly affect ASN Employee Performance; 3) Competence does not directly affect ASN employee performance; 4) Transformational Leadership Style directly affects ASN Employee Performance; 5) Competence, Work Discipline and Transformational Leadership Style directly affect ASN employee performance through job satisfaction.

Keywords: Competence, Job Satisfaction, Performance, Transformational Leadership, Work Discipline

A. Introduction

The smooth running of government and implementation of development requires guidance for the state apparatus of Civil Servants as the main element of human resources. Therefore, it is very clear that the human factor is the main capital that needs to be considered in public organizations, so that services to the community are maximized and can help government programs to improve the welfare of the community. According to Law of the Republic of Indonesia Number 5 of 2014 concerning State Civil Apparatus Article 1 No. 1 and 2, the State Civil Apparatus is a profession for civil servants and government employees with work agreements who work for government agencies. State Civil Apparatus employees, hereinafter referred to as ASN employees, are civil servants and government employees with work agreements who are appointed by civil service management officials and assigned duties in a government position or entrusted with other state duties and are paid based on statutory regulations (Saharso & Fadilah, 2024).

Accourding to (Lubis, 2022) that employee performance is the result of work given to a person or group of people in an organization in accordance with their respective authority and responsibilities in order to achieve organizational goals (Yusnandar & Hasibuan, 2021) (Virgana & Kasyadi, 2020), legally (Aristarini et al., 2024), without breaking the law (Davis, 2023) (PAAIS & PATTIRUHU, 2020), and in accordance with morals (Rahmawati et al., 2023) (Ali et al., 2023) and ethics (Nurhatisyah et al., 2021). This means that to achieve optimal performance an employee needs to be supported by proven employee competence, high discipline and transformational leadership (Restutiani et al., 2023).

Research at the National Food Agency is something that is interesting for academics to study because the institution is still a newly established institution during Joko Widodo's presidency. The National Food Agency is a government institution that is under and responsible to the President in implementing food affairs. The National Food Agency was formed based on Presidential Decree Number 66 of 2021 concerning the National Food Agency which is a mandate from Law Number 18 of 2012 concerning Food (National Food Agency, 2024). The National Food Agency carries out procurement, management and distribution of food reserves through State-Owned Enterprises (BUMN). Regarding price stability and inflation, especially basic commodities, the National Food Agency will continue to maintain it through state-owned enterprises in the food sector as its instrument (Dealisa & Widodo, 2024) (Hasanuddin & Hermina, 2024). There are nine food commodities that are the targets of the National Food Agency's duties, namely 1) rice; 2) corn; 3) soybeans ; 4) sugar consumption; 5) onions; 6) poultry eggs; 7) ruminant meat; 8) poultry meat; and 9) chili. In carrying out the mandate of Law Number 18 of 2012 concerning Food, the National Food Agency must be staffed by human resources who are superior, have integrity and fear God. Approximately three years later, the National Food Agency has shown its performance. The institution's performance will be good and continue to improve every year if it is supported by the performance of quality employees. There is data on the performance of National Food Agency employees in the last four years since it officially became an institution that is under and responsible to the President.

Table 1. National Food Agency Employee Performance 2020-2023

Indicator	Year			
	2020	**2021**	**2022**	**2023**
Work result	81.63%	75.21%	80.81%	78.82%
Work Behavior	93.71%	80.54%	90.51%	87.39%
The final result	96.12%	83.76%	92.17%	90.19%

Source: Civil Service (2024)

Based on the table 1, it shows that employee performance indicators at the National Food Agency are divided into three, namely based on 1) work results; 2) work behavior; 3) work results. Based on indicators, work results in 2020 reached an average

of 81.63%, in 2021   it reached an average of 75.21%, in 2022 it reached an average of 80.81%, and in 2023 it reached an average of 78.82%. Based on work behavior indicators, in 2020 it reached an average of 93.71%, in 2021 it reached an average of 80.54%, in 2022 it reached an average of 90.51%, and in 2023 it reached an average of 87.39%. Based on indicators, work results in 2020 reached an average of 96.12%, in 2021 it reached an average of 83.76%, in 2022 it reached an average of 92.17%, and in 2023 it reached an average of 90.19%. Overall, the performance of employees at the National Food Agency over the last four years has fluctuated. This phenomenon then becomes a special attraction for us to examine the fluctuating employee performance which is influenced in terms of employee competency, employee work discipline and transformational leadership style and job satisfaction as variables that stand as mediators/intervening. It was found that there were facts from previous research that concluded different research results/research gaps. To explore research gaps from previous research, we use the type of research gap Evidence gap; namely the gaps that exist in research evidence, where previous research found points of gap between familiar phenomena and the field evidence found. The following is a table of research gaps in this research.

Table 2. Research Gap

Name	Research result
Competence on Employee Performance	
(Sugiono et al., 2021)	Competency has a significant effect on employee performance.
(Prayekti & Pangestu, 2022)	Competency has no significant effect on employee performance.
Work Discipline on Employee Performance	
(Setiawan & Krisnandi, 2024)	Work discipline has a significant effect on employee performance
(Sinto et al., 2023)	Work discipline has no significant effect on employee performance
Transformational Leadership Style on Employee Performance	
(Kasman Rimbayana et al., 2022)	Transformational leadership style has a significant effect on employee performance
(Hasanah & Efendi, 2024)	Transformational leadership style has no significant effect on employee performance

Source: Processed Data (2024)

The table above explains that first, the research results from (Sudhana, 2023) concluded that competence has a significant effect on employee performance, while research from (Sugiono et al., 2021) is inversely proportional, where competence has an insignificant effect on employee performance. Second, (Prayekti & Pangestu, 2022) in their research concluded that work discipline has a significant effect on employee performance, while research from (Sinto et al., 2023) is inversely proportional, where work discipline has an insignificant effect on employee performance. Third, (Setiawan & Krisnandi, 2024) in their research concluded that transformational leadership style had a significant effect on employee performance, while research from (Hasanah & Efendi, 2024) was inversely proportional, where transformational leadership style had an insignificant effect on employee performance.

The gap above is one of the attractions for us to reduce this gap by including an intervening variable, namely employee job satisfaction. Job satisfaction is an individual's general attitude towards their job, someone with a high level of job

satisfaction shows a positive attitude towards the job, someone who is dissatisfied with their job shows a negative attitude towards the job (Robbins et al., 2013) (Syawal et al., 2023). Based on the background explained, therefore this research the aim of this research is to analyze the Influence of Competency, Work Discipline, and Transformational Leadership Style on Employee Performance at the National Food Agency with Job Satisfaction as an Intervening Variable.

B. Methods

This study uses a quantitative descriptive method based on the philosophy of positivism, where we focus on testing established hypotheses through numerical data obtained from a specific population or sample (Sugiyono, 2017). Sampling was done randomly, and data was collected using a previously designed research instrument. The quantitative descriptive method aims to measure the relationship between variables objectively and statistically. The analysis tool used in this study is SmartPLS version 4.0.9.9 to test the established hypotheses. The population in this study were employees working at the National Food Agency, with a total of 200 people. The sampling technique used was Probability Sampling with the Simple Random Sampling method, which gives each member of the population an equal opportunity to be selected as a sample. Based on calculations using the Taro Yamane formula, the minimum number of samples used was 134 respondents. However, to ensure the validity and completeness of the data, we will distribute questionnaires to 150 respondents. This approach is taken so that if there is incomplete or invalid data, we still have backup data that can be used.

Primary data were collected using a questionnaire that had been tested for validity and reliability before being distributed to respondents. The questionnaire contained statements related to the variables of competence, work discipline, transformational leadership style, job satisfaction, and employee performance, which were measured using a Likert scale of 1-5. Data analysis in this study was conducted using Partial Least Square (PLS), a method suitable for testing structural models with latent variables and relatively small to medium samples. SmartPLS version 4.0.9.9 was used to analyze the relationship between the research variables, namely competence, work discipline, transformational leadership style, job satisfaction, and employee performance. The analysis stages include testing the measurement model (outer model) to check the validity and reliability of the indicators, as well as testing the structural model (inner model) to test the relationship between latent variables and test the established hypotheses.
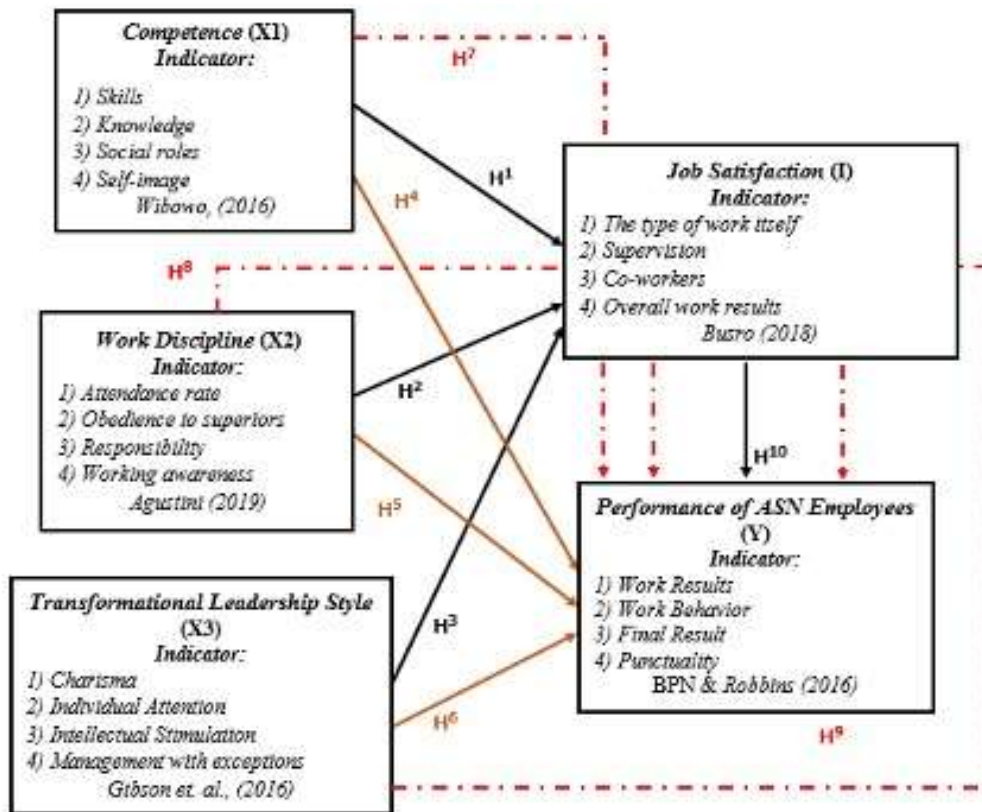
Research Model Framework


Figure 1. Research Model Framework

Hypothesis

H [1] : Competence has a positive and significant effect on Job Satisfaction

H [2] : Work Discipline has a positive and significant effect on Job Satisfaction

H [3] : Transformational Leadership Style has a positive and significant effect on Job Satisfaction

H [4] : Competence has a positive and significant effect on employee performance

H [5] : Work Discipline has a positive and significant effect on Employee Performance

H [6] : Transformational Leadership Style has a positive and significant effect on Employee Performance

H [7] : Competence has a positive and significant effect on employee performance through job satisfaction

H [8] : Work Discipline has a positive and significant effect on Employee Performance through Job Satisfaction

H [9] : Transformational Leadership Style has a positive and significant effect on Performance through Job Satisfaction

H [10] : Job satisfaction has a positive and significant effect on employee performance.

C. Results and Discussion

Evaluation of the Measurement Model (Outer Model)

Evaluation of the measurement model is described as follows:
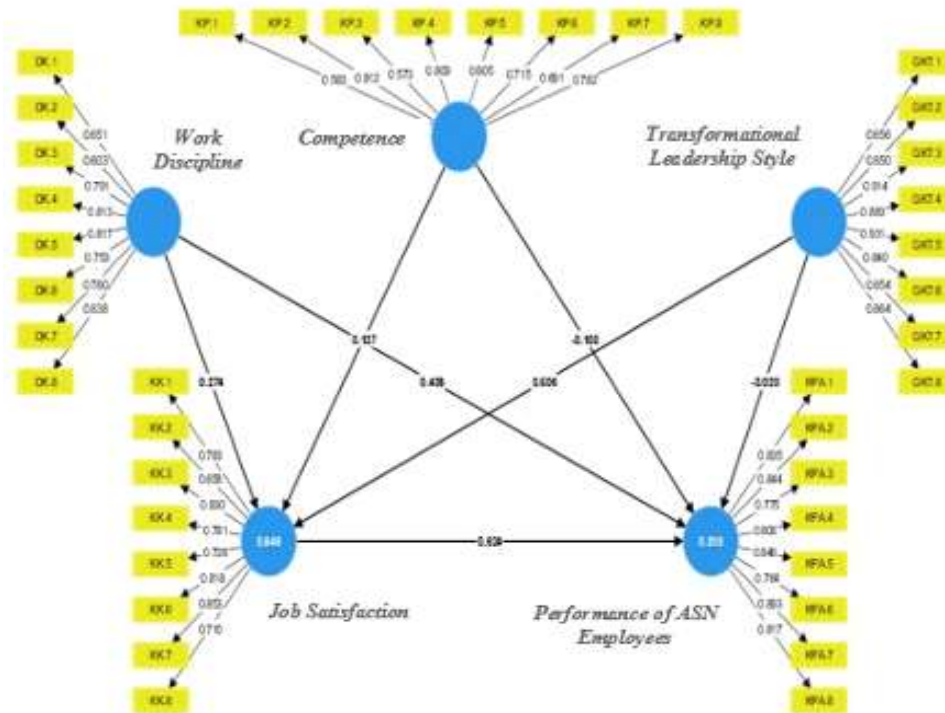
Source: SmartPLS Output (2024)
Figure 2. Outer Model

Based on the image from the algorithm testing , it can be explained as follows.

Convergent Validity Test Analysis

Table 3. Factor Loading Values

	DK	GKT	K.K	KPA	KP
DK.1	0.651				
DK.2	0.603				
DK.3	0.791				
DK.4	0.813				
DK.5	0.817				
DK.6	0.753				
DK.7	0.780				
DK.8	0.838				
GKT.1		0.656			
GKT.2		0.850			
GKT.3		0.914			
GKT.4		0.883			
GKT.5		0.931			
GKT.6		0.840			
GKT.7		0.854			

	DK	GKT	K.K	KPA	KP
GKT.8		0.864			
KK.1			0.783		
KK.2			0.658		
KK.3			0.830		
KK.4			0.781		
KK.5			0.728		
KK.6			0.818		
KK.7			0.853		
KK.8			0.710		
KP.1					0.563
KP.2					0.812
KP.3					0.573
KP.4					0.809
KP.5					0.605
KP.6					0.715
KP.7					0.691
KP.8					0.782
KPA.1				0.835	
KPA.2				0.844	
KPA.3				0.775	
KPA.4				0.806	
KPA.5				0.846	
KPA.6				0.764	
KPA.7				0.893	
KPA.8				0.817	

Source: SmartPLS Output (2024)

Based on the table above, there are 8 sub-indicators that have factor loading values below 0.70, which means that these indicators need to be eliminated because they are considered not suitable to be used as model constructs in research. Sub-indicators that have loading values above 0.70 can be considered to meet the requirements as valid measures in this research model. These indicators can be used to analyze the relationship between latent variables such as Work Discipline (DK), Transformational Leadership Style (GKT), Job Satisfaction (KK), Employee Performance (KP), and ASN Employee Satisfaction (KPA). The following is the outer loading model after eliminating indicators.

Table 4. Factor Loading Values for Stage II

	DK	GKT	K.K	KPA	KP
DK.3	0.812				
DK.4	0.825				
DK.5	0.831				
DK.6	0.764				
DK.7	0.814				
DK.8	0.832				
GKT.2		0.835			
GKT.3		0.923			
GKT.4		0.894			
GKT.5		0.936			
GKT.6		0.837			
GKT.7		0.856			
GKT.8		0.866			

	DK	GKT	K.K	KPA	KP
KK.1			0.770		
KK.3			0.833		
KK.4			0.800		
KK.5			0.738		
KK.6			0.819		
KK.7			0.847		
KK.8			0.727		
KP.2					0.831
KP.4					0.833
KP.6					0.750
KP.8					0.812
KPA.1				0.837	
KPA.2				0.842	
KPA.3				0.775	
KPA.4				0.805	
KPA.5				0.846	
KPA.6				0.766	
KPA.7				0.893	
KPA.8				0.816	

Source: SmartPLS Output (202 4)

Based on the table, it shows that all indicators have a factor loading value of > 0.70, which means that the outer loading model is suitable for further testing. Since all factors load more than 0.70, this indicates that each indicator has good convergent validity. Each indicator is able to explain the latent variables it represents well. So that the construct formed can be seen in the picture below.
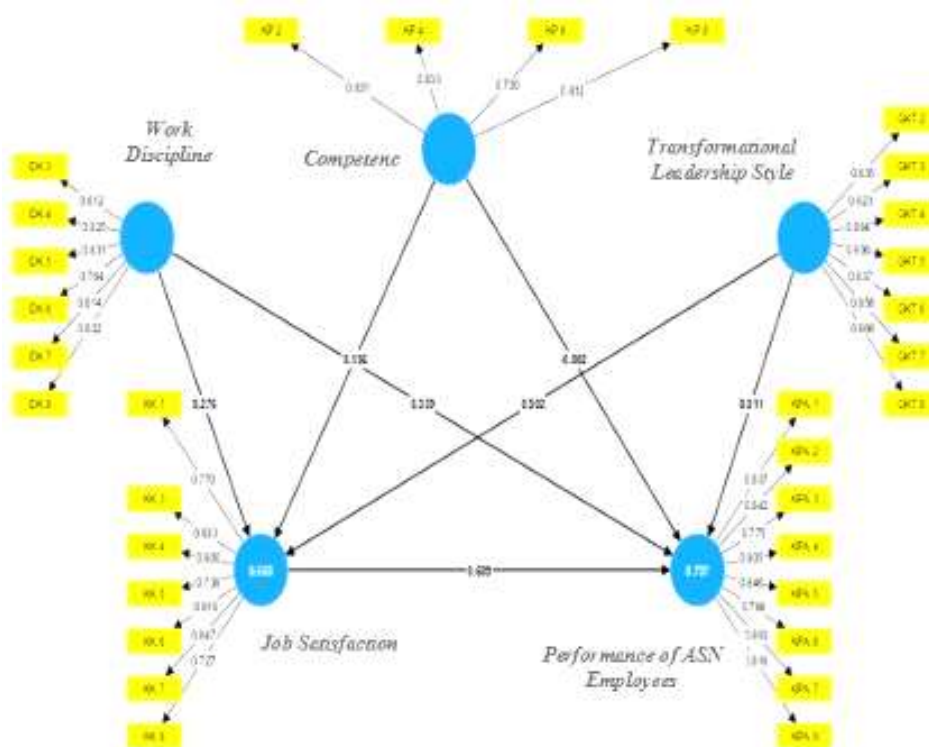
Source: SmartPLS Output (2024)

Figure 3. Outer Model After the Evaluation Phase

Convergent validity assessment is also carried out by looking at the Average value Variance Extracted (AVE), where if the AVE value obtained is > 0. 50, then the indicators used have met convergent validity . An AVE value of at least 0.50 indicates a good measure of convergent validity . This means that the latent variable can explain on average more than half of the variance the indicators. The Average Variance Extracted (AVE) value obtained can be presented in the following table.

Table 5. Validity Test with AVE

Variable	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Work Discipline	0.898	0.903	0.921	0.662
Transformational Leadership Style	0.951	0.957	0.960	0.773
Job satisfaction	0.900	0.904	0.921	0.627
ASN Employee Performance	0.932	0.934	0.944	0.678
Competence	0.823	0.840	0.882	0.652

Source: SmartPLS Output (2024)

Based on the table above, it can be seen that the AVE results obtained are > 0.50 so that it can be stated that the indicators used in the model This research is valid or has met the criteria for convergent validity.

Discriminant Validity Analysis

The method for assessing discriminant validity is method cross loading. Discriminant validity of reflexive indicators can be seen in cross loading between indicators and their constructs. Discriminant validity used to test validity. Discriminant validity is seen through values cross loading which shows the magnitude of the correlation between a construct and its indicators and indicators of other constructs. Discriminant validity is related to the principle that measures of different constructs should not be highly correlated. The discriminant validity test is assessed based on the cross loading value with the construct. An indicator is declared valid or has met discriminant validity if it has the highest value for the targeted construct compared to the values for other constructs. The values of the cross loading results in the discriminant validity analysis are seen in the following table.

Table 6. Discriminant Validity Test Table via Cross Loading Values

	DK	GKT	K.K	KPA	KP
DK.3	**0.812**	0.525	0.560	0.649	0.399
DK.4	**0.825**	0.637	0.565	0.621	0.424
DK.5	**0.831**	0.495	0.519	0.644	0.536
DK.6	**0.764**	0.536	0.495	0.522	0.507
DK.7	**0.814**	0.637	0.704	0.698	0.542
DK.8	**0.832**	0.557	0.654	0.673	0.652
GKT.2	0.568	**0.835**	0.622	0.555	0.401
GKT.3	0.701	**0.923**	0.744	0.726	0.441
GKT.4	0.585	**0.894**	0.664	0.657	0.375

	DK	GKT	K.K	KPA	KP
GKT.5	0.720	**0.936**	0.761	0.718	0.447
GKT.6	0.559	**0.837**	0.614	0.519	0.332
GKT.7	0.565	**0.856**	0.604	0.551	0.322
GKT.8	0.557	**0.866**	0.658	0.601	0.356
KK.1	0.626	0.499	**0.770**	0.764	0.480
KK.3	0.643	0.737	**0.833**	0.761	0.483
KK.4	0.558	0.560	**0.800**	0.697	0.337
KK.5	0.512	0.576	**0.738**	0.545	0.382
KK.6	0.520	0.633	**0.819**	0.576	0.411
KK.7	0.549	0.694	**0.847**	0.714	0.418
KK.8	0.585	0.506	**0.727**	0.678	0.524
KP.2	0.482	0.335	0.363	0.376	**0.831**
KP.4	0.513	0.390	0.536	0.513	**0.833**
KP.6	0.476	0.265	0.328	0.395	**0.750**
KP.8	0.555	0.398	0.497	0.466	**0.812**
KPA.1	0.623	0.648	0.777	**0.837**	0.459
KPA.2	0.616	0.528	0.656	**0.842**	0.365
KPA.3	0.704	0.529	0.558	**0.775**	0.427
KPA.4	0.659	0.517	0.631	**0.805**	0.490
KPA.5	0.692	0.586	0.750	**0.846**	0.472
KPA.6	0.579	0.627	0.784	**0.766**	0.469
KPA.7	0.693	0.686	0.787	**0.893**	0.496
KPA.8	0.615	0.529	0.691	**0.816**	0.442

Source: SmartPLS Output (2024)

Based on the table above, it shows that each indicator given The red color has the highest loading factor value when connected to the construct which is aimed at or connected to the construct itself compared to when linked to other constructs. This shows that the construct latent predicts indicators in their blocks better than with indicators in other blocks. Thus it can be concluded that the indicator Which The model used in this research is valid or has met the criteria for discriminant validity.

Reliability Test Analysis

Reliability tests are carried out to measure the internal consistency of measuring instruments. Reliability tests are carried out to prove accuracy, consistency and precision instruments in measuring constructs. Reliability testing in PLS can be done using composite reliability and Cronbach alpha from the indicator block measure the construct. Composite reliability measures the true value the reliability of a construct. The construct is declared reliable if Cronbach alpha and composite reliability value is greater than 0 . 70. Cronbach reliability test results alpha and composite reliability are presented in the table below.

Table 7. Reliability Test Results

Variable	Cronbach's alpha	Composite reliability (rho_a)
Work Discipline	0.898	0.903
Transformational Leadership Style	0.951	0.957
Job satisfaction	0.900	0.904
ASN Employee Performance	0.932	0.934
Competence	0.823	0.840

Source: SmartPLS Output (2024)

Based on the table above, it can be seen that the Cronbach's Alpha value and value Composite reliability for all constructs > 0.70. Thus it can be concluded that all constructs in the model have good reliability Good.

### 1. Structural Model Analysis (Inner Model)

The structural model or inner model describes the relationships between exogenous and endogenous latent variables based on substantive theory. Results evaluation The significance of the model using the boostrapping procedure is shown in following image.
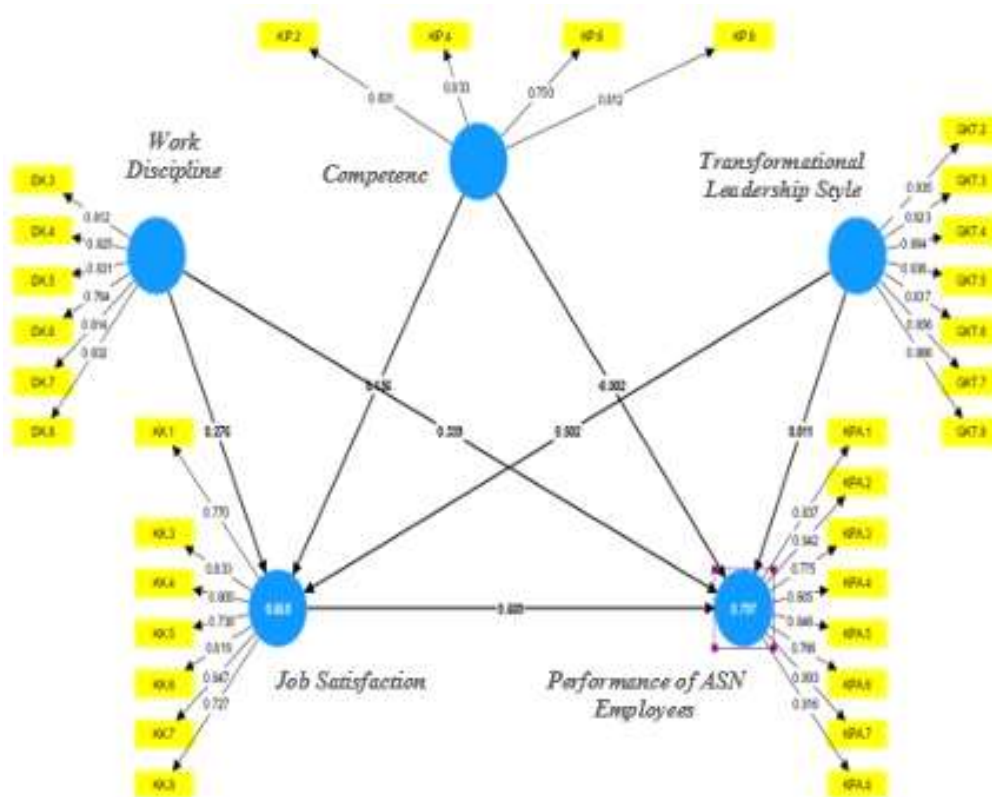
Source: SmartPLS Output (2024)

Figure 4. Inner Model After the Evaluation Phase

To support the belief in the value of loading factors and path coefficient, then a significance test is carried out using the method bootstrapping and the results are shown in the image below.
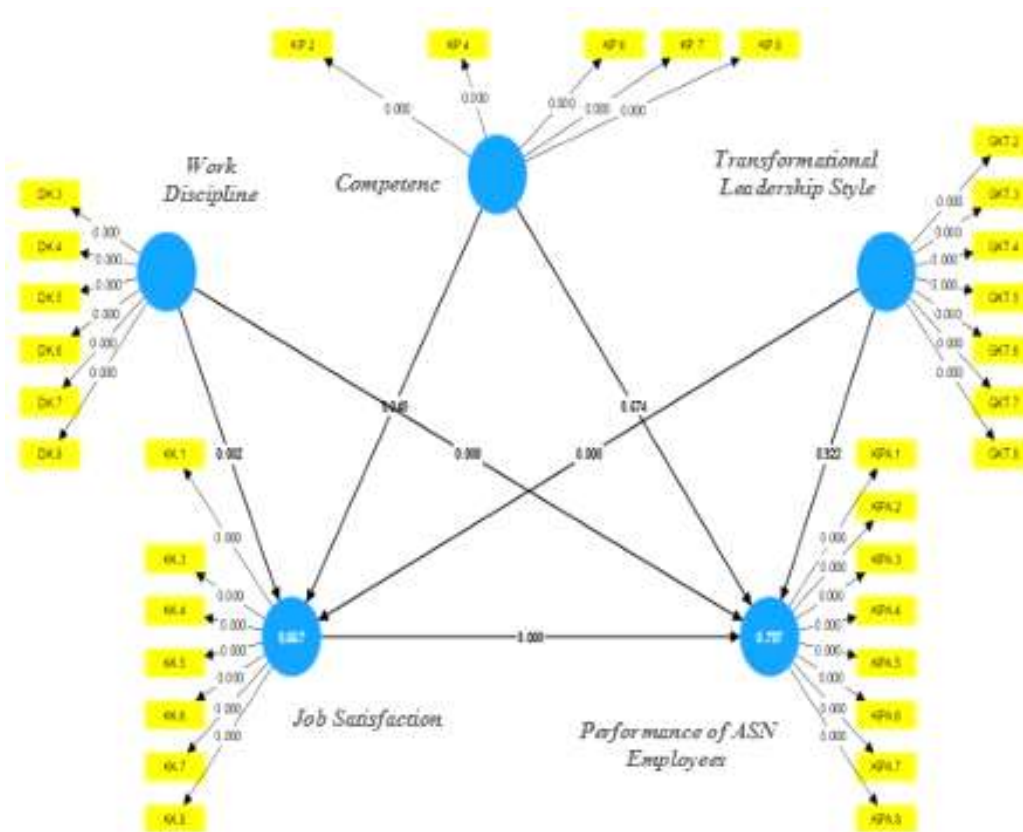
Source: Output Pls (2024)
Figure 5. Outer Model Significance Results and Inner Models

2. Coefficient of Determination (R Square)

Table 8. R Square

	R-square	R-square adjusted
Job satisfaction	0.668	0.662
ASN Employee Performance	0.797	0.791

Source: Output Pls (2024)

Based on the table above , it can be seen that the R Square value of Job Satisfaction of 0.668 , It means Competence, Work Discipline , and Transformational Leadership Style can explain Job Satisfaction of 66.9 % while the remaining 33.1 % is influenced by other variables not included in this research. Then the R-square value of 0.668 is categorized as a substantial model or a strong model (Tamawiwy & Edastama, 2024). Square Value of Employee Performance of 0.797 It means Competence, Work Discipline , Transformational Leadership Style and Job Satisfaction can explain 79.7% of employee performance while the remaining 20.1% is influenced by other variables

not included in this research. Then the R-square value of 0.797 is categorized as a substantial model or a strong model (Niken et al., 2022).

3. Structural Model Equation Test

The structural equations in this research are divided into two equations as follows.

First Equation

$$KK = 0.156 \, KP + 0.276 \, DK + 0.502 \, GKT$$

From the equation above it can be explained as follows. (1) The competency regression coefficient is 0.156. This means that if competency increases one unit, Job Satisfaction will increase by 0.156%. (2) Work Discipline regression coefficient is 0.276. This means that if Work Discipline increases one unit, Job Satisfaction will increase by 0.276%. (3) The regression coefficient for Transformational Leadership Style is 0.301. This means that if the Transformational Leadership Style rises one unit, Job Satisfaction will increase by 0.502%.

Second Equation

$$KP = -0.002 \, KP + 0.339 \, DK + 0.011 \, GKT + 0.609 \, KK$$

Based on the formula above as follows: (1) The Competency regression coefficient is -0.002. This means that if competency increases one unit, the performance of ASN employees will decrease by -0.002%. (2) Work Discipline regression coefficient is 0.339. This means that if Work Discipline increases one unit, the performance of ASN employees will increase by 0.339%. (3) The regression coefficient for Transformational Leadership Style is 0.011. This means that if the Transformational Leadership Style rises one unit, the performance of ASN employees will increase by 0.011%. (4) The Job Satisfaction regression coefficient is 0.609. This means that if Job Satisfaction rises one unit, the performance of ASN employees will increase by 0.609%.

4. Hypothesis Testing

After passing the feasibility test of the research data model, at this stage the we will enter the results of hypothesis testing. The results of hypothesis testing can be seen in the SmartPLS results table .

Table 9. Significance Test

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
Competency -> Job Satisfaction	0.156	0.188	0.069	2,258	0.024
Work Discipline -> Job Satisfaction	0.276	0.255	0.086	3,206	0.001
Transformational Leadership Style -> Job Satisfaction	0.502	0.492	0.072	6,998	0,000
Competency -> ASN Employee Performance	-0.002	0.017	0.074	0.026	0.979
Work Discipline -> ASN Employee Performance	0.339	0.324	0.079	4,294	0,000
Transformational Leadership Style -> ASN Employee Performance	0.011	0.013	0.077	0.141	0.888
Job Satisfaction -> ASN Employee Performance	0.609	0.605	0.067	9,096	0,000

Source: Output Pls (202 4)

Based on the table above it can be interpreted as follows: (1) Competence has a positive and significant effect on job satisfaction. This is proven by the Original sample value of 0.156 (positive) and the P values of 0.024 < 0.05 (significant). So the first hypothesis in this research is accepted. (2) Work Discipline has a positive and significant effect on job satisfaction. This is proven by the Original sample value of 0.276 (positive) and the P value values of 0.0 01 < 0.05 (significant). So the second hypothesis in this research is accepted. (3) Transformational Leadership Style has a positive and significant effect on job satisfaction. This is proven by the Original sample value of 0.502 (positive) and the P value values are 0.000 < 0.05 (significant). So the third hypothesis in this research is accepted. (4) Competency has a negative and insignificant effect on the performance of ASN employees. This is proven by the Original sample value of -0.002 (negative) and the P value values of 0.979 > 0.05 (not significant). So the fourth hypothesis in this research is rejected. (5) Work discipline has a positive and significant effect on the performance of ASN employees. This is proven by the Original sample value of 0.339 (positive) and the P value values are 0.000 < 0.05 (significant). So the fifth hypothesis in this research is accepted. (6) Transformational Leadership Style has a positive and insignificant effect on the performance of ASN employees . This is proven by the Original sample value of 0.011 (positive) and the P value values of 0.888 > 0.05 (not significant). So the sixth hypothesis in this research is rejected. (7) Job satisfaction has a positive and significant effect on the performance of ASN employees. This is proven by the Original sample value of 0.609 (positive) and the P value values are 0.000 < 0.05 (significant). So the tenth hypothesis in this research is accepted. To test the seventh to ninth hypotheses, see the Specific indirect effects table below this.

Table 10. Specific Indirect Effects

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
Competency -> Job Satisfaction -> ASN Employee Performance	0.095	0.113	0.042	2,254	0.024
Work Discipline -> Job Satisfaction -> ASN Employee Performance	0.168	0.156	0.059	2,834	0.005
Transformational Leadership Style -> Job Satisfaction -> ASN Employee Performance	0.306	0.297	0.048	6,404	0,000

Source: Output Pls (202 4)

Based on the table above, the interpretation can be as follows. (1) Competency has a positive and significant effect on ASN employee performance through job satisfaction. This is proven by the original sample value of 0.095 (positive) and the P value of 0.024 <0.05 (significant). So the eighth hypothesis in this study is accepted. (2) Work discipline has a positive and significant effect on the performance of ASN employees through job satisfaction. This is proven by the original sample value of 0.168 (positive) and the P value of 0.005 < 0.05 (significant). So the seventh hypothesis in this research is accepted. (3) Transformational Leadership Style has a positive and significant effect on ASN employee performance through job satisfaction. This is proven by the original sample value of 0.306 (positive) and the P value 0.000 <0.05 (significant) . So the ninth hypothesis in this study is accepted.

D. Conclusion

The results of this study found that (1) competency had a positive and significant effect on job satisfaction. High competency will have an impact on increasing job satisfaction. (2) Work discipline has a positive and significant effect on job satisfaction. High work discipline will increase job satisfaction. (3) Transformational Leadership Style had a positive and significant effect on job satisfaction. A good and comfortable Transformational Leadership Style will have an impact on increasing job satisfaction. (4) competency had a negative and insignificant effect on the performance of ASN employees . Low competency will have an impact on decreasing the performance of ASN employees. (5) Work discipline had a positive and significant effect on the performance of ASN employees . High work discipline will increase the performance of ASN employees. (6) Transformational Leadership Style had a positive and insignificant effect on the performance of ASN employees . A low Transformational Leadership Style will have an impact on decreasing the performance of ASN employees. (7) Competency had a positive and significant effect on the performance of ASN employees through job satisfaction. High competency will have an impact on increasing job satisfaction which will ultimately have an impact on increasing the performance of ASN employees. (8) Work discipline has a positive and significant effect on the performance of ASN employees through job satisfaction. Work discipline

can increase job satisfaction which will ultimately have an impact on increasing the performance of ASN employees. (9) Transformational Leadership Style had a positive and significant effect on the performance of ASN employees through job satisfaction. A good and comfortable Transformational Leadership Style will have an impact on increasing job satisfaction which will ultimately have an impact on increasing the performance of ASN employees. (1) Job satisfaction had a positive and significant effect on the performance of ASN employees . High job satisfaction will have an impact on increasing the performance of ASN employees.

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