

THE INFLUENCE OF EMPLOYEE COMPETENCE, TRAINING, AND LEADERSHIP STYLE ON EMPLOYEE PERFORMANCE THROUGH WORK MOTIVATION AT THE BPSDM OF SOUTH SULAWESI PROVINCE

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Abstract

This study aims to analyze the influence of employee competence, training, and leadership style on employee performance through work motivation at the Human Resource Development Agency (BPSDM) of South Sulawesi Province. Employee performance is an important factor in supporting organizational effectiveness; therefore, it is necessary to identify factors that can improve performance. This research design uses a quantitative approach with a causal-comparative research type. The population in this study consisted of all Civil Servants (PNS) working at BPSDM of South Sulawesi Province, totaling 130 employees. This study applied a census method by involving all members of the population as research respondents. The data analysis technique used in this study was Partial Least Squares (PLS) to examine the relationships among variables in the research model. The results of the study indicate that employee competence has a positive and significant effect on employee performance, meaning that the higher the competence possessed by employees, the better the performance produced. Training is also proven to have a positive and significant effect on employee performance, indicating that effective training can improve employees' abilities and work productivity. In addition, leadership style has a positive and significant effect on employee performance, indicating that good leadership can encourage improved employee performance through clear direction, support, and effective communication.

Keywords: Employee Competence, Training, Leadership Style , Employee Performance.

INTRODUCTION

The Indonesian government continues to encourage improvements in the quality of civil servant (ASN) performance through various bureaucratic reform policies, strengthening the merit system, developing competencies, and implementing more measurable performance management. However, various evaluations indicate that ASN performance still faces several challenges, including low productivity, suboptimal competency development, and uneven employee motivation in carrying out their duties and responsibilities. These conditions indicate that improving ASN performance is not solely determined by individual abilities, but is also influenced by various organizational factors such as competence, training, leadership style, and work motivation.

Improving employee performance is a top priority in human resource (HRM) management in every organization (Ackhriansyah, 2020). Optimal performance depends not only on individual abilities but also on external factors that influence employee motivation and productivity (Melisya et al., 2024). Improving employee performance is a top priority in human resource (HRM) management in government organizations. Based on data from the Human Resources Development Agency (BPSDM) of South Sulawesi Province, which recorded 103 civil servant employees in October 2025, approximately 60%, or approximately 62 lower-ranking employees, showed lower levels of motivation compared to higher-ranking employees. This imbalance occurs due to limited opportunities for career development, training, and competency improvement, which are more widely provided to higher-ranking employees. As a result, the work motivation of lower-ranking employees is affected, which directly impacts individual and overall organizational performance. This inequality in career development opportunities causes lower-ranking employees to feel underappreciated and less involved in achieving organizational goals, thus hampering efforts to improve the efficiency and effectiveness of overall organizational performance.

The suboptimal performance of employees at the Human Resources Development Agency (BPSDM) of South Sulawesi Province can be seen from several indicators. Based on internal data from 2025, approximately 60% of lower-ranking employees demonstrated lower levels of work motivation than those in higher ranks. This condition is influenced by limited opportunities to participate in competency development programs, training, and job

promotions. As a result, some employees feel they are not receiving equal attention and opportunities for career development, which impacts their work morale and performance. The training provided by BPSDM aims to improve employee competency, but its effectiveness has not been optimal, especially for lower-level employees. Based on training evaluation data from 2024, of a total of 103 employees, approximately 46 employees (45%) felt that the training they attended was relevant to their jobs. Meanwhile, approximately 41 employees (40%) admitted that they did not feel a significant increase in competency after attending the training. This figure indicates a mismatch between the training provided and job requirements, as well as a lack of effectiveness in improving employee competency. This is one of the factors that worsens motivation and performance, because the training attended does not have an impact in accordance with expectations or job demands. This indicates that there is still a gap between employee needs and the training provided (Adzansyah et al. 2023). Work motivation is a crucial factor in this regard, because even if training is provided, without high motivation, the expected results will not be achieved (Asniwati 2023).

The leadership style adopted by superiors also plays a crucial role in increasing employee motivation. Based on a 2024 internal survey by the Human Resources Development Agency (BPSDM), 58% of employees felt that their superiors' leadership style tended to be authoritarian, which hindered the development of employee creativity and initiative (Hasnawati et al. 2021). This resulted in low employee morale, which in turn impacted performance quality. Leaders who provide support and attention to employee well-being will create a positive work environment, which can increase motivation and productivity (Pasteur, 2020).

Work motivation is a determining factor in achieving optimal performance. BPSDM data shows that highly motivated employees can complete tasks more quickly and creatively, thus positively impacting organizational productivity. However, low motivation is a major obstacle, especially for lower-level employees, who feel underappreciated or underappreciated by their superiors. Therefore, effective motivation management through the right leadership style and appropriate training is key to improving employee performance. This study will use primary data to analyze the factors that directly influence employee motivation and performance.

The urgency of this research lies in the importance of identifying the relationship between competence, training, leadership style, and work motivation to improve employee performance at BPSDM. Although these factors are known to play an important role, there is still a lack of research that connects all three in a comprehensive research model. This study will use primary data obtained through a direct survey of BPSDM employees to identify how these factors interact to improve employee performance. By understanding the interaction between competence, training, leadership style, and work motivation, HR policies at BPSDM can be adjusted to improve overall employee performance. This research is also relevant for designing more effective training policies and leadership styles, considering the diversity of positions and employee groups at BPSDM.

LITERATURE REVIEW

1. Understanding Employee Performance

Employee performance refers to the results or achievements obtained by individuals in carrying out their assigned tasks and responsibilities within an organization, which is reflected in how well employees can meet established standards and objectives (Ackhriansyah, 2020). Employee performance refers not only to the amount of work completed, but also to the quality, efficiency, and effectiveness in completing tasks (Asniwati, 2023). Employee performance is one of the determining factors for organizational success, because good performance will directly contribute to the achievement of organizational goals, while low performance can hinder the organization's progress (Ahmadi et al., 2023).

2. Herzberg's Motivation Theory (Two-Factor Theory)

Herzberg's Motivation Theory, or Two-Factor Theory, is a motivational theory proposed by Frederick Herzberg. This theory explains that job satisfaction and dissatisfaction are influenced by two distinct groups of factors: motivator factors and hygiene factors. Herzberg stated that the factors that cause job satisfaction are not the same as the factors that cause job dissatisfaction (Ackhriansyah, 2020). Motivator factors, such as achievement, recognition, and opportunities for development, contribute directly to employee job satisfaction and motivation (Pebrian et al., 2023).

3. Transformational Leadership Theory

Transformational Leadership Theory suggests that effective leaders can motivate and inspire followers to transcend their personal interests to achieve larger, shared goals. Riggio & Bass (2023) explain that transformational leaders influence their followers by providing a clear vision, motivating challenges, and concern for individual well-being and development. This type of leader focuses on employee empowerment and creates stronger relationships between employees and the organization. Avolio & Bass (2024) expand on this theory by adding that transformational

leaders not only influence individual performance but also strengthen employee commitment to the organization. Therefore, transformational leadership has a significant impact on employee performance.

4. Employee Competence

Employee competency can be defined as a combination of various qualities and abilities possessed by an individual that enable them to carry out work tasks effectively (Setyowati et al., 2023). This competency encompasses more than just technical knowledge acquired through formal education, but also involves practical skills, attitudes, and values held by employees in the work context. Mahendra et al. (2022) define employee competency as predictable behaviors that contribute to effectiveness in the workplace. This competency is not only about technical abilities but also interpersonal skills, communication, and the ability to collaborate with others in the workplace.

5. Leadership Style

Leadership style refers to the approach or method used by a leader to lead, direct, and motivate a team or organization to achieve common goals (Sari1 et al., 2023). According to Ackhriansyah (2020), leadership style is a behavioral pattern used by a leader to influence and motivate subordinates. This style encompasses various aspects, from how the leader makes decisions, provides direction, to interacting with the team (M. Farhan et al., 2021). Each leader has a different style, which can be influenced by internal factors such as personality, values, and the leader's own experience, as well as external factors such as organizational characteristics and the existing situation (Reviyaldi & Akbar, 2023).

6. Definition of Training

Training is a systematic and planned process aimed at improving employees' skills, knowledge, and attitudes in facing job demands (Razak, 2021). This process encompasses various learning activities tailored to job needs and organizational goals (Yuniarti, 2022). Effective training provides employees with the opportunity to hone the technical skills necessary for daily tasks, such as operating tools or software, as well as develop interpersonal skills essential for interacting within a team and with superiors (Bimantara et al., 2021). In other words, training serves as a tool that combines employees' theoretical knowledge with the practical skills required in their jobs.

7. Research Hypothesis

The hypotheses in this study are formulated based on the previously explained framework and theoretical foundations. The aim is to examine the relationship between employee competency, training, leadership style, work motivation, and employee performance at the Human Resources Development Agency (BPSDM) of South Sulawesi Province. The following are the research hypotheses:

- H1: Competence has a positive and significant effect on employee performance at BPSDM, South Sulawesi Province.**
- H2: Training has a positive and significant effect on employee performance at the BPSDM of South Sulawesi Province.**
- H3: Leadership style has a positive and significant effect on employee performance at BPSDM South Sulawesi Province.**
- H4: Work motivation has a positive and significant effect on employee performance at BPSDM South Sulawesi Province.**
- H5: Competence has a positive and significant effect on work motivation at BPSDM South Sulawesi Province.**
- H6: Training has a positive and significant effect on work motivation at the BPSDM of South Sulawesi Province.**
- H7: Leadership style has a positive and significant effect on work motivation at BPSDM South Sulawesi Province.**
- H8: Competence has a positive and significant effect on employee performance through work motivation at BPSDM South Sulawesi Province.**
- H9: Training has a positive and significant effect on employee performance through work motivation at the BPSDM of South Sulawesi Province.**
- H10: Leadership style has a positive and significant effect on employee performance through work motivation at the BPSDM of South Sulawesi Province.**

RESEARCH METHODS

This study uses a quantitative approach based on the philosophy of positivism, with the aim of testing the hypothesis through objective measurement of variables in the form of numerical data, Sugiyono (2019:17). The method used is a survey with a questionnaire instrument distributed to respondents to obtain empirical data related to the influence of employee competence, training, leadership style, and work motivation on employee performance. This research was conducted at the BPSDM of South Sulawesi Province, located in Makassar, South Sulawesi,

Indonesia. This research will be conducted over a period of three months, starting from January to March 2026.

Population The population in this study is all employees with Civil Servant (PNS) status who work at the BPSDM of South Sulawesi Province. Based on BPSDM internal data, the number of active PNS employees is 103 people. Considering the relatively small population, the sampling technique used is the census method, so that all members of the population are used as research samples. The data used in this study are quantitative data obtained from two sources, namely primary data collected directly through distributing questionnaires to respondents, and secondary data obtained from various literature, journals, and other supporting documents, (Sujarweni, 2016). The data analysis technique used in this study is Partial Least Squares (PLS). PLS is an effective statistical method for analyzing the relationship between latent (hidden) variables in a structural model. This technique is very suitable for use in research with many latent variables and a relatively small sample size, as well as when the model used is quite complex, as in this study. PLS allows researchers to test the relationship between variables that cannot be measured directly, such as employee competency, training, leadership style, work motivation, and employee performance, using observable indicators in questionnaires.

RESULTS AND DISCUSSION

1. Research result

Descriptive Statistical Test Results

Researchers used descriptive statistics in this study to provide information regarding the description or definition of variables in the study. Data analysis was obtained from the number of samples, minimum value, maximum value, average value, and standard deviation of the variables Employee Competence (X1), Training (X2), Leadership Style (X3), Work Motivation (Z), and Employee Performance (Y).

Table 1 Results of Descriptive Statistics Testing

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Standard Deviation
Employee Competence (X1)	103	2.00	5.00	4.3427	.57882
Training (X2)	103	2.77	5.00	4.3517	.54908
Leadership Style (X3)	103	2.71	5.00	4.4083	.52788
Work Motivation (Z)	103	3.00	5.00	4.5202	.48781
Employee Performance (Y)	103	2.94	5.00	4.3506	.53338
Valid N (listwise)	103				

Source: Data Processed with SPSS 26, 2026

Table 1 explains the results of descriptive statistics on the variables in this study, including:

a. Employee Competence (X1)

Based on Table 1 above, X1 has a minimum value of 2, a maximum value of 5, and a mean of 4.3427, so it is on the value scale indicating an answer choice of agree. The standard deviation value shows a deviation of 0.57882 from the average value of the respondents' answers.

b. Training (X2)

Based on table 1 above, X2 has a minimum value of 2.77, a maximum value of 5, and a mean of 4.3517, so it is on the value scale which indicates the answer choice agrees. The standard deviation value shows a deviation of 0.54908 from the average value of the respondents' answers.

c. Leadership Style (X3)

Based on table 1 above, X3 has a minimum value of 2.71, a maximum value of 5, and a mean of 4.4083, so it is on the value scale which indicates the answer choice agrees. The standard deviation value shows a deviation of 0.52788 from the average value of the respondents' answers.

d. Employee Performance (Y)

Based on Table 1 above, Y has a minimum value of 3.00, a maximum value of 5, and a mean of 4.5202, so it is on the value scale indicating an answer choice of agree. The standard deviation value shows a deviation of 0.48781 from the average value of the respondents' answers.

e. Work Motivation (Z)

Based on Table 1 above, Z has a minimum value of 2.94, a maximum value of 5, and a mean of 4.3506, so it is on the value scale indicating an answer choice of agree. The standard deviation value shows a deviation of 0.53338 from the average value of the respondents' answers.

First Order Confirmatory Factor Analysis

First-order constructs are tested through a single level, with analysis conducted from the latent construct to its indicators. A more detailed research path diagram drawn using Smart PLS 4 software is shown in the following figure:

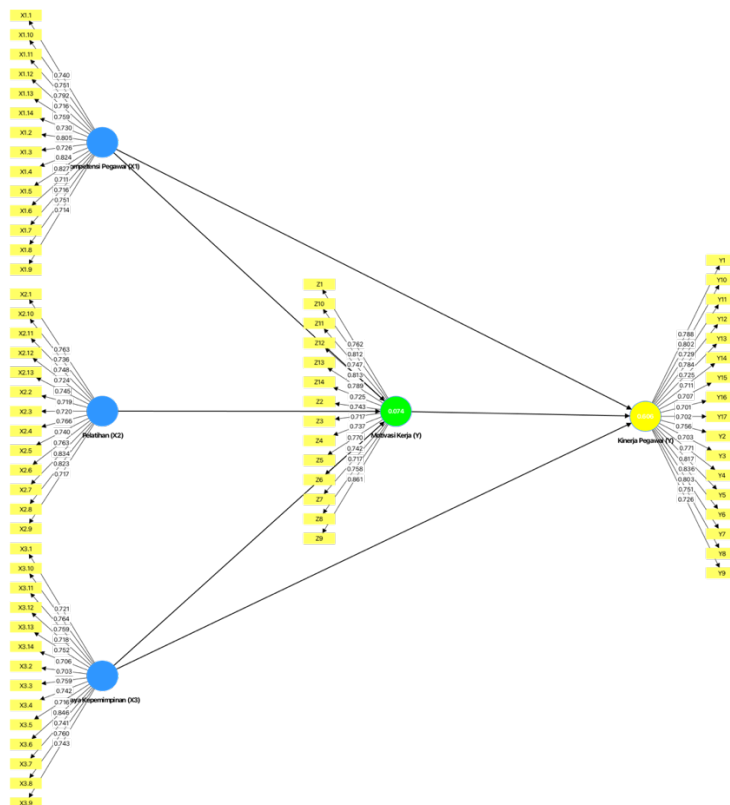


Figure 1 First Order Confirmatory Factor Analysis

From Figure 4.1, it can be seen that the first order construct of Employee Competence (X1) is measured by the indicators X1.1 – X1.14. The first order of Training (X2) is measured by the indicators X2.1 – X2.13. The first order of Leadership Style (X3) is measured by the indicators X3.1 – X3.14. The first order of Work Motivation (Z) construct is measured by the indicators Z1 – Z14 and the first order of Employee Performance (Y) construct is measured by the indicators Y1-Y17.

Structural Equation Model (SEM) Testing

The main analysis method in this study was conducted using the Structural Equation Model (SEM). Testing was conducted using Smart PLS 4.0. Figure 4.2 below presents the results of the Full Model SEM test using PLS, as follows:

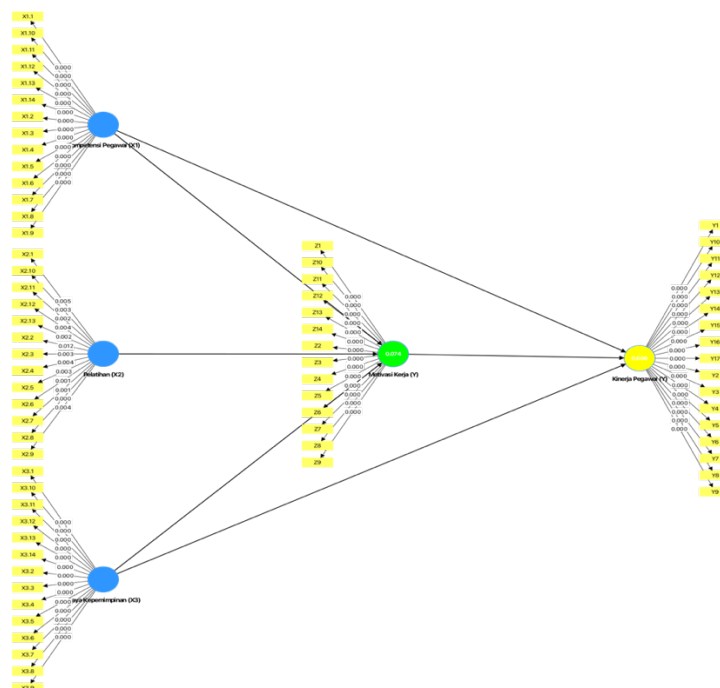


Figure 2 Full Model SEM Test Using smartPLS

Based on the test results using smartPLS as shown in Figure 4.2, it can be seen that there is no loading factor value below 0.50, so there is no need to drop data to delete indicators with loading values below 0.50 in order to obtain a good model.

Convergent Validity

Table 2 Outer loading validity test

	Style Leadership (X3)	Performance Employee (Y)	Competence Employee (X1)	Motivation Work (Y)	Training (X2)
X1.1			0.740		
X1.10			0.751		
X1.11			0.792		
X1.12			0.716		
X1.13			0.759		
X1.14			0.730		
X1.2			0.805		
X1.3			0.726		
X1.4			0.824		
X1.5			0.827		
X1.6			0.711		
X1.7			0.716		
X1.8			0.751		
X1.9			0.714		
X2.1					0.763
X2.10					0.736
X2.11					0.748
X2.12					0.724
X2.13					0.745
X2.2					0.719
X2.3					0.720
X2.4					0.766

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X2.5		0.740
X2.6		0.763
X2.7		0.834
X2.8		0.823
X2.9		0.717
X3.1	0.721	
X3.10	0.764	
X3.11	0.759	
X3.12	0.718	
X3.13	0.752	
X3.14	0.706	
X3.2	0.703	
X3.3	0.759	
X3.4	0.742	
X3.5	0.716	
X3.6	0.846	
X3.7	0.741	
X3.8	0.760	
X3.9	0.743	
Y1		0.788
Y10		0.802
Y11		0.729
Y12		0.784
Y13		0.725
Y14		0.711
Y15		0.707
Y16		0.701
Y17		0.702
Y2		0.756
Y3		0.703
Y4		0.771
Y5		0.817
Y6		0.836
Y7		0.803
Y8		0.751
Y9		0.726
Z1		0.762
Z10		0.812
Z11		0.747
Z12		0.813
Z13		0.789
Z14		0.725
Z2		0.743
Z3		0.717
Z4		0.737
Z5		0.770

Z6	0.742
Z7	0.717
Z8	0.758
Z9	0.861

Source: PLS Output, 2026

The table shows the estimated results of the outer loading test using PLS for the variable indicators. The table shows that all reflective variables have factor loadings >0.70 , indicating that all construct indicators are valid. It is concluded that all indicators are valid for measuring the Employee Competence variable construct.

Test or Reliability Test

A reliability test is a tool for measuring a questionnaire, which is an indicator of a variable or construct. A questionnaire is said to provide stable or constant measurement results if it is reliable. Therefore, a reliability test is necessary. A questionnaire is said to be reliable if a person's answers to the questions are consistent or stable over time. The reliability test is conducted using the Internal Consistency method. The reliability of the research instrument in this study was tested using composite reliability and Cronbach's Alpha coefficient. A construct is said to be reliable if the composite reliability and Cronbach's Alpha values are above 0.70 (Ghozali, 2019). In addition, the AVE measurement can be used to measure the reliability of the component score of latent variables and the results are more conservative than composite reliability. The recommended AVE value should be greater than 0.50 (Fornell and Larcker, 1981 in Ghozali, 2019).

Table 3 Results of Cronbach's Alpha, Composite Reliability and AVE Tests

	Cronbach's alpha	Composite reliability (rho a)	Composite reliability (rho c)	Average variance extracted (AVE)
Leadership Style (X3)	0.940	0.948	0.946	0.556
Employee Performance (Y)	0.954	0.959	0.957	0.570
Employee Competence (X1)	0.942	0.945	0.949	0.571
Work Motivation (Y)	0.946	0.957	0.952	0.585
Training (X2)	0.939	0.951	0.945	0.569

Source: PLS Output, 2026

The test results based on the Table show that the results of composite reliability and Cronbach alpha show satisfactory values, namely the value of each variable above the minimum value of 0.70. The AVE value generated by all constructs above is > 0.50 . This indicates the consistency and stability of the instruments used are high. In other words, all constructs, namely the variables of Employee Competence (X1), Training (X2), Leadership Style (X3), Work Motivation (Z) and Employee Performance (Y), have become fit measuring instruments, and all questions used to measure each construct have good reliability .

Structural Model or Inner Mode Test

The inner model (inner relation, structural model, and substantive theory) describes the relationship between latent variables based on substantive theory. Structural models are evaluated using the R-square for the dependent latent variable. Model assessment using PLS begins by examining the R-square for each dependent latent variable. The interpretation is the same as for regression. Changes in the R-square value can be used to assess the influence of a particular independent latent variable on the dependent latent variable, whether it has a substantive effect (Ghozali, 2019).

Coefficient of Determination Test (R Square)

Table 4 R -square of Variable Constructs

	R-square	R-square adjusted
Employee Performance (Y)	0.606	0.594

Source: PLS Output, 2026

From the table above, it can be seen that the R Square value for the Employee Performance variable is 0.606, which means that it is included in the moderate category. The Adjusted R square value for Employee Performance of 0.606 or 60.6% indicates that the Employee Performance variable can be explained by Employee Competence (X1), Training (X2), Leadership Style (X3), and Work Motivation (Z) of 0.594%, while the remaining 59.4% can

be explained by other variables not included in this study, namely audit fees and work stress.'

Hypothesis Test Results

The proposed hypothesis was tested using a structural model (inner model) by examining the path coefficients, which indicate the parameter coefficients and the significance value of the t-statistic. The significance of the estimated parameters can provide information regarding the relationship between the research variables. The threshold for rejecting or accepting the proposed hypothesis is a P value of <0.05 . The table below presents the estimated output for the structural model test.

Direct Effect Testing

Table 5 Hypothesis Testing based on Path Coefficient

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Employee Competence (X1) -> Employee Performance (Y) (H1)	0.518	0.523	0.089	5,841	0.000
Training (X2) -> Employee Performance (Y) (H2)	0.423	0.464	0.029	4,341	0,000
Leadership Style (X3) -> Employee Performance (Y) (H3)	0.393	0.399	0.082	4,785	0.000
Work Motivation (Z) -> Employee Performance (Y) (H4)	0.284	0.273	0.144	1,977	0.048
Employee Competence (X1) -> Work Motivation (Z) (H5)	0.362	0.388	0.098	3,700	0.000
Leadership Style (X3) -> Work Motivation (Z) (H7)	0.621	0.578	0.177	3,514	0.000
Training (X2) -> Work Motivation (Z) (H6)	0.179	0.177	0.070	2,554	0.011

Source: PLS Output, 2026

Based on the inner weight value consisting of Employee Competence (X1), Training (X2), Leadership Style (X3) and Work Motivation (Z), its partial influence on Employee Performance can be determined.

a. First Hypothesis Testing (H1)

The first hypothesis states that Employee Competence has a positive and significant effect on Employee Performance. The table shows that the Professional Commitment variable has a significance level of 0.000, which is less than 0.05, and a t statistic > 1.96 ($5.841 > 1.96$). The parameter coefficient value of +0.518 indicates a positive effect on the dependent variable. This means that H1 is accepted, so it can be said that Employee Competence has a positive and significant effect on Employee Performance. The better Employee Competence, the better Employee Performance.

b. Testing the Second Hypothesis (H2)

The second hypothesis states that training has a positive and significant effect on employee performance. The table shows that the training variable has a significance level of 0.000, which is less than 0.05, and a t statistic > 1.96 ($4.341 > 1.96$). The parameter coefficient value of +0.423 indicates a positive effect on the dependent variable. This means that H2 is accepted, so it can be said that training has a positive and significant effect on employee performance. The better the training, the better employee performance.

c. Testing the Third Hypothesis (H3)

The third hypothesis states that leadership style has a positive and significant effect on employee performance. The table shows that the training variable has a significance level of 0.000, which is less than 0.05, and a t statistic > 1.96 ($4.785 > 1.96$). The parameter coefficient value of +0.393 indicates a positive effect on the dependent variable. This means that H3 is accepted, so it can be said that leadership style has a positive and significant effect on employee performance. The better the leadership style, the better employee performance.

d. Testing the Fourth Hypothesis (H4)

The Fourth Hypothesis states that Work Motivation has a positive and significant effect on Employee Performance. The table shows that the Training variable has a significance level of 0.048, which is smaller than 0.05, and a t statistic > 1.96 ($1.977 > 1.96$). The parameter coefficient value of +0.284 indicates a positive influence on the dependent variable. This means that H4 is accepted, so it can be said that Work Motivation has a positive and significant effect on Employee Performance. The better Work Motivation, the better Employee Performance.

e. Testing the Fifth Hypothesis (H5)

The Fifth Hypothesis states that Employee Competence has a positive and significant effect on Work Motivation. The table shows that the Professional Commitment variable has a significance level of 0.000, which is less than 0.05, and a t statistic > 1.96 ($3.700 > 1.96$). The parameter coefficient value of +0.362 indicates a positive effect on the dependent variable. This means that H5 is accepted, so it can be said that Employee Competence has a positive and significant effect on Work Motivation. The better Employee Competence, the higher Work Motivation.

f. Testing the Sixth Hypothesis (H6)

The sixth hypothesis states that training has a positive and significant effect on work motivation. The table shows that the Professional Commitment variable has a significance level of 0.011, which is less than 0.05, and a t-statistic > 1.96 ($2.554 > 1.96$). The parameter coefficient value of +0.179 indicates a positive effect on the dependent variable. This means that H6 is accepted, so it can be said that training has a positive and significant effect on work motivation. The better the training, the higher the work motivation.

g. Testing the Seventh Hypothesis (H7)

The Seventh Hypothesis states that Leadership Style has a positive and significant effect on Work Motivation. The table shows that the Professional Commitment variable has a significance level of 0.000, which is less than 0.05, and a t statistic > 1.96 ($3.514 > 1.96$). The parameter coefficient value of +0.621 indicates a positive influence on the dependent variable. This means that H7 is accepted, so it can be said that Leadership Style has a positive and significant effect on Work Motivation. The better the Leadership Style, the higher Work Motivation.

Intervening Effect Testing

Table 6 Indirect Hypothesis Test Effect

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Training (X2) -> Work Motivation (Y) -> Employee Performance (Y)	0.239	0.233	0.084	2,853	0.004
Leadership Style (X3) -> Work Motivation (Y) -> Employee Performance (Y)	0.232	0.232	0.086	2,691	0.007
Employee Competence (X1) -> Work Motivation (Y) -> Employee Performance (Y)	0.177	0.168	0.077	2,286	0.022

Source: PLS Output, 2026

Based on the inner weight value consisting of Employee Competence (X1), Training (X2), Leadership Style (X3) and Work Motivation (Z), its partial influence on Employee Performance can be determined.

h. Testing the Eighth Hypothesis (H8)

The Eighth Hypothesis states that Employee Competence has a positive and significant effect on Employee Performance through Work Motivation. The table shows that the Role Conflict variable has a significance level of 0.022, which is smaller than 0.005, and a t-statistic value of > 1.96 ($2.286 > 1.96$). The parameter coefficient value of +0.177 indicates a positive influence on the dependent variable. This means that H8 is accepted, so it can be said that Employee Competence has a positive and significant effect on Employee Performance through Work Motivation. The greater Employee Competence, the more Employee Performance will increase through Work Motivation.

i. Testing the Ninth Hypothesis (H9)

The Ninth Hypothesis states that Training has a positive and significant effect on Employee Performance through Work Motivation. The table shows that the Training variable has a significance level of 0.004, which is smaller than 0.005, and a t-statistic value > 1.96 ($2.853 > 1.96$). The parameter coefficient value of +0.239 indicates a positive effect on the dependent variable. This means that H9 is accepted, so it can be said that Training has a positive and significant effect on Employee Performance through Work Motivation. The more Training, the more Employee Performance will increase through Work Motivation.

j. Testing the Tenth Hypothesis (H10)

The Tenth Hypothesis states that Training has a positive and significant effect on Employee Performance through Work Motivation. The table shows that the Training variable has a significance level of 0.007, which is smaller than 0.005, and a t-statistic value of > 1.96 ($2.691 > 1.96$). The parameter coefficient value of +0.232

indicates a positive influence on the dependent variable. This means that H10 is accepted, so it can be said that Leadership Style has a positive and significant effect on Employee Performance through Work Motivation. The more Leadership Style, the more Employee Performance will increase through Work Motivation.

2. Discussion

The Influence of Employee Competence on Employee Performance

The results of the hypothesis test indicate that the Employee Competence variable has a positive and significant effect on Employee Performance. The table shows that the Professional Commitment variable has a significance level of 0.000, which is less than 0.05, and a t statistic > 1.96 ($5.841 > 1.96$). The parameter coefficient value of +0.518 indicates a positive effect on the dependent variable. This means that H1 is accepted, so it can be said that Employee Competence has a positive and significant effect on Employee Performance. The better Employee Competence, the better Employee Performance.

The results of this study align with research conducted by Farhan, Kasran, and Suparni (2021), which found that employee competence positively influences employee performance. This study demonstrated that employees with strong competence are able to complete their work more effectively, thereby increasing work productivity. Furthermore, research by Ahmadi, Badaruddin, and Daud (2023) also demonstrated that employee competence positively influences employee performance, as it enables employees to work more professionally and achieve organizational targets.

Another study by Arta et al. (2022) also showed that improving employee competency through training, both on-the-job and off-the-job, can improve employees' abilities in carrying out their duties and responsibilities, thus positively impacting employee performance. This demonstrates that competency development is a crucial investment for organizations in improving the quality of their human resources.

The Effect of Training on Employee Performance

The results of the hypothesis testing indicate that training has a positive and significant effect on employee performance at the Human Resources Development Agency (BPSDM) of South Sulawesi Province. Based on the statistical analysis, a significance value of 0.000 was obtained, which is smaller than 0.05, and a t-statistic value of 4.341, which is greater than 1.96. Furthermore, the parameter coefficient value of +0.423 indicates a positive relationship between training and employee performance. This means that H2 is accepted, so it can be concluded that the better the training provided to employees, the better their performance will be.

The results of this study align with research conducted by Ardina et al. (2022), which states that training has a positive influence on employee performance. This study demonstrates that effective training can improve employees' job performance, thereby increasing work productivity. Furthermore, research by Bimantara et al. (2021) also found that training significantly impacts employee performance by increasing work motivation. Another study by Freitas (2023) also shows that training is a crucial factor in improving employee performance because it strengthens technical skills and innovation in the workplace.

The Influence of Leadership Style on Employee Performance

The results of the hypothesis testing indicate that Leadership Style has a positive and significant effect on Employee Performance at the BPSDM of South Sulawesi Province. Based on the results of the statistical analysis, a significance value of 0.000 was obtained, which is smaller than 0.05, and a t-statistic value of 4.785, which is greater than 1.96. In addition, the parameter coefficient value of +0.393 indicates that the relationship between leadership style and employee performance is positive. This means that H3 is accepted, so it can be concluded that the better the leadership style applied in the organization, the better the employee performance.

The results of this study align with research conducted by Ackhriansyah (2020), which found that transformational leadership positively impacts employee performance. This study demonstrated that leaders who provide inspiration, motivation, and support to employees can significantly improve employee performance. Furthermore, research by Pires, Kellen, and Ximenes (2023) also demonstrated that transformational leadership positively impacts employee performance by increasing work motivation.

The Influence of Work Motivation on Employee Performance

The results of the hypothesis testing indicate that work motivation has a positive and significant effect on employee performance at the Human Resources Development Agency (BPSDM) of South Sulawesi Province. Based on the results of the statistical analysis, a significance value of 0.048 was obtained, which is smaller than 0.05, and a t-statistic value of 1.977, which is greater than 1.96. In addition, the parameter coefficient value of +0.284 indicates

that the relationship between work motivation and employee performance is positive. This means that H4 is accepted, so it can be concluded that the higher the employee's work motivation, the higher the employee's performance.

The results of this study align with research conducted by Cvjetkovic (2022), which states that work motivation has a positive influence on employee performance. This study showed that employees with high work motivation exhibit higher levels of productivity and work quality. Furthermore, research by Freitas (2023) also found that work motivation is a crucial factor in improving employee performance, particularly when the organization provides adequate support and rewards.

The Influence of Employee Competence on Work Motivation

The results of the hypothesis testing indicate that Employee Competence has a positive and significant effect on Work Motivation at the BPSDM of South Sulawesi Province. Based on the results of the statistical analysis, a significance value of 0.000 was obtained, which is smaller than 0.05, and a t-statistic value of 3.700, which is greater than 1.96. In addition, the parameter coefficient value of +0.362 indicates that the relationship between employee competence and work motivation is positive. This means that H5 is accepted, so it can be concluded that the better the competence of employees, the higher the employee's work motivation.

The results of this study align with those of Farhan, Kasran, and Suparni (2021), which found that employee competence has a positive influence on work motivation. This study demonstrated that improving employee competence can boost work enthusiasm and increase employee commitment to their jobs. Furthermore, research by Arta et al. (2022) also demonstrated that improving competence through training can boost employee motivation because employees perceive themselves to have better abilities in carrying out their duties.

The Influence of Training on Work Motivation

The results of the hypothesis testing indicate that training has a positive and significant effect on work motivation at the Human Resources Development Agency (BPSDM) of South Sulawesi Province. Based on the statistical analysis, a significance value of 0.011 was obtained, which is smaller than 0.05, and a t-statistic value of 2.554, which is greater than 1.96. Furthermore, the parameter coefficient value of +0.179 indicates a positive relationship between training and work motivation. This means that H6 is accepted, so it can be concluded that the better the training provided to employees, the higher their work motivation will be.

The results of this study align with those of Bimantara et al. (2021), which found that training has a positive influence on employee work motivation. This study showed that employees who participate in training tend to have higher work enthusiasm because they acquire new knowledge and skills that can assist them in carrying out their work. Furthermore, research by Freitas (2023) also shows that training can increase employee work motivation because it provides opportunities for employee development and increases self-confidence in their work.

The Influence of Leadership Style on Work Motivation

The results of the hypothesis testing indicate that Leadership Style has a positive and significant effect on Work Motivation at the BPSDM of South Sulawesi Province. Based on the results of the statistical analysis, a significance value of 0.000 was obtained, which is smaller than 0.05, and a t-statistic value of 3.514, which is greater than 1.96. In addition, the parameter coefficient value of +0.621 indicates that the relationship between leadership style and work motivation is positive. This means that H7 is accepted, so it can be concluded that the better the leadership style applied in the organization, the higher the employee work motivation.

The results of this study align with research conducted by Ackhriansyah (2020), which states that transformational leadership has a positive influence on employee work motivation. This study shows that leaders who are able to provide inspiration, support, and motivation to employees can increase employee morale in achieving organizational goals. Furthermore, research by Pires, Kellen, and Ximenes (2023) also shows that transformational leadership can increase employee work motivation, which ultimately impacts employee performance. Another study by Farhan et al. (2025) also found that leadership style has a positive influence on employee work motivation, especially when leaders are able to build effective communication and provide support in developing employee potential. This demonstrates that good leadership can create a productive work environment and encourage employees to work more optimally.

The Influence of Employee Competence on Employee Performance through Work Motivation

The results of the hypothesis testing indicate that Employee Competence has a positive and significant effect on Employee Performance through Work Motivation at the BPSDM of South Sulawesi Province. Based on the results of the statistical analysis, a significance value of 0.022 was obtained, which is smaller than 0.05, and a t-statistic

value of 2.286, which is greater than 1.96. In addition, the parameter coefficient value of +0.177 indicates that the influence given is positive on the dependent variable. This means that the hypothesis is accepted, so it can be concluded that employee competence is able to improve employee performance indirectly through work motivation.

The results of this study align with those of Farhan, Kasran, and Suparni (2021), which stated that employee competence can improve employee performance through work motivation. This study showed that employees with high competence are more motivated to work optimally, resulting in better performance. Furthermore, research by Ahmadi, Badaruddin, and Daud (2023) also found that employee competence influences performance through psychological variables such as work motivation and work-life balance.

Based on the research findings and support from previous studies, it can be concluded that employee competency plays a crucial role in improving employee performance by enhancing work motivation at the Human Resources Development Agency (BPSDM) of South Sulawesi Province. Therefore, organizations need to continuously improve employee competency through various human resource development programs, such as training, education, and increased work experience. By improving employee competency, it is hoped that work motivation will also increase, thereby driving optimal employee performance.

The Influence of Training on Employee Performance through Work Motivation

The results of the hypothesis testing indicate that training has a positive and significant effect on employee performance through work motivation at the BPSDM of South Sulawesi Province. Based on the results of the statistical analysis, a significance value of 0.004 was obtained, which is smaller than 0.05, and a t-statistic value of 2.853, which is greater than 1.96. In addition, the parameter coefficient value of +0.239 indicates that the influence given is positive on the dependent variable. This means that H8 is accepted, so it can be concluded that training can improve employee performance indirectly through work motivation.

employees, but also increases work motivation which ultimately strengthens the improvement of employee performance.

The results of this study align with those of Bimantara et al. (2021), which stated that training influences employee performance through work motivation. This study demonstrated that effective training can boost employee morale, thus improving employee performance. Furthermore, research by Freitas (2023) also demonstrated that training provided to employees can increase work motivation, which ultimately improves employee performance.

Based on the research findings and support from previous studies, it can be concluded that training plays a crucial role in improving employee performance by enhancing work motivation at the Human Resources Development Agency (BPSDM) of South Sulawesi Province. Therefore, organizations need to continuously improve the quality of training provided to employees to not only enhance their work skills but also foster higher work motivation. Effective and sustainable training is expected to optimally improve employee performance, thereby supporting the achievement of organizational goals.

The Influence of Leadership Style on Employee Performance through Work Motivation

The results of the hypothesis testing indicate that Leadership Style has a positive and significant effect on Employee Performance through Work Motivation at BPSDM South Sulawesi Province. Based on the results of the statistical analysis, a significance value of 0.007 was obtained, which is smaller than 0.05, and a t-statistic value of 2.691, which is greater than 1.96. In addition, the parameter coefficient value of +0.232 indicates that the influence given is positive on the dependent variable. This means that H10 is accepted, so it can be concluded that leadership style can improve employee performance indirectly through work motivation.

The results of this study align with those of Pires, Kellen, and Ximenes (2023), which stated that transformational leadership influences employee performance through work motivation. This study demonstrated that leaders who inspire and support employees can increase work motivation, ultimately leading to improved employee performance. Furthermore, research by Ackhriansyah (2020) also found that an effective leadership style can boost employee morale, thus improving organizational performance.

CONCLUSION

This section contains conclusions, implications, limitations of the study, and suggestions for further research. Written in narrative form, not in numbered form. Implications are the practical impact of the research results. Research limitations include aspects that need to be improved for further research as well as suggestions for further research. Based on the data that has been collected and hypothesis testing with Smart PLS that has been conducted, employee competence has a positive and significant effect on employee performance. This shows that the higher the competence possessed by employees, both in terms of knowledge, skills, and work attitudes, the better the employee's

performance in carrying out their duties and responsibilities. Training has a positive and significant effect on employee performance. Training provided to employees can improve technical abilities, knowledge, and work skills so that employees can carry out their work more effectively and productively. Leadership style has a positive and significant effect on employee performance. Effective leadership is able to provide direction, motivation, and support to employees so that it can increase employee morale and performance in achieving organizational goals. Work motivation has a positive and significant effect on employee performance. Employees who have high work motivation tend to be more enthusiastic, responsible, and able to produce better performance. Employee competence has a positive and significant effect on work motivation. Employees with strong competencies will be more confident in carrying out their work, which can increase work motivation. Training has a positive and significant impact on work motivation. Effective training can boost employee morale and motivation by providing opportunities for employees to improve their skills and develop themselves.

Leadership style has a positive and significant effect on work motivation. Leaders who are able to provide support, good communication, and appreciation to employees can increase employee work motivation. Employee competence has a positive and significant effect on employee performance through work motivation. This indicates that work motivation acts as an intervening variable that strengthens the relationship between employee competence and employee performance. Training has a positive and significant effect on employee performance through work motivation. Training not only improves employee skills but also increases work motivation, which ultimately has an impact on improving employee performance. Leadership style has a positive and significant effect on employee performance through work motivation. Effective leadership can increase employee work motivation, which then drives overall employee performance improvement.

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