

# Building Technopreneurial Performance Through Competency Motivation and Job Satisfaction

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## ABSTRACT

In an increasingly competitive and regulated professional service environment, Public Appraisal Offices (KJPP) need effective human resource strategies to improve Employee Performance and sustain organizational competitiveness. **This study aims** to examine the influence of competency, motivation, and organizational transformation on Employee Performance, with Job Satisfaction as a mediating variable in KJPP Banten Province, Indonesia. This research used a quantitative approach by collecting survey data from KJPP employees, including professional appraisers and supporting staff. The data were analyzed using **Structural Equation Modeling based on Partial Least Squares (SEM-PLS)** to test validity, reliability, direct effects, indirect effects, and predictive power. The **findings** show that motivation has a positive and significant direct effect on Employee Performance, while competency and organizational transformation do not directly influence Employee Performance. Job Satisfaction has the strongest positive and significant effect on Employee Performance, indicating its important role in improving performance outcomes. The mediation test also reveals that competency significantly affects Employee Performance through Job Satisfaction. However, motivation and organizational transformation do not show significant indirect effects through Job Satisfaction. The model has strong explanatory power, with R-square values of 0.831 for Job Satisfaction and 0.716 for Employee Performance. This study contributes to professional service entrepreneurship literature by emphasizing Job Satisfaction as a key mechanism that links competency to Employee Performance. Practically, KJPP managers should strengthen competency development, motivation systems, and organizational transformation while improving Job Satisfaction through fair rewards, career clarity, supportive leadership, and adaptive work practices.

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## 1. INTRODUCTION

In an increasingly competitive and highly regulated business environment, professional service firms are required to continuously strengthen their competitive advantage to sustain performance and ensure long-term viability [1]. Unlike manufacturing industries, professional service entrepreneurship relies heavily on intangible assets, particularly human capital, as the primary driver of value creation [2]. In knowledge-intensive organizations such as Public Appraisal Offices (KJPP), Employee Performance plays a critical role in determining organizational success, as service quality is directly influenced by employees' Competency, motivation,

and adaptability [3].

The strategic role of KJPP in Indonesia can be observed from its structural and operational characteristics [4, 5]. Based on recent data, KJPP firms are classified into several service categories, including business valuation, property valuation, and combined services, with varying organizational forms and operational structures [6]. As presented in Table 1, the majority of KJPP operate in the property and combined service sectors, while most firms adopt partnership-based structures and maintain branch office networks to expand their service coverage.

Table 1. Profile of Public Appraisal Offices (KJPP) in Indonesia

Description	Classification of Services	Form of Business	Branch/ Non-Branch
Business	1	-	-
Property	74	-	-
Property & Business	60	-	-
Individual Firms	-	19	-
Partnership Firms	-	116	-
Branch Offices	-	-	95
Non-Branch Offices	-	-	40
<b>Total</b>	<b>135</b>	<b>135</b>	<b>135</b>

Source: LPJ KJPP in 2025

This widespread distribution highlights the need for consistent performance standards and effective human resource management practices across various operational contexts [7]. However, despite the strategic importance and expansion of KJPP, empirical evidence points to a worrying decline in Employee Performance, particularly in Banten Province. As presented in Table 2, key performance indicators show a consistent downward trend over the 2022–2024 period.

Table 2. Employee Performance Trends in KJPP Banten Province, 2022-2024

Indicator	Performance		
	2022	2023	2024
Work Quality	85	73,4	70,8
Commitment	71,6	71,2	65,4
Teamwork	80	74,8	71

Source: KJPP Banten Province

Based on the performance evaluation criteria, as summarized in Table 3, these scores indicate a shift from “good” toward “adequate” performance levels, suggesting a decline in overall employee effectiveness.

Table 3. Performance Evaluation Criteria

Score Range	Category
91–100	Very Good (SB)
81–90	Good (B)
71–80	Fair (C)
61–70	Poor (KB)
0–51	Very Poor (SKB)

Source: KJPP Banten Province

The decline in performance across key indicators suggests underlying issues related to insufficient competency development, low levels of employee motivation, and the limited effectiveness of organizational transformation initiatives. In addition, decreasing performance may also reflect reduced Job Satisfaction, which can negatively influence employee engagement, commitment, and productivity [8]. Given the reliance of professional service firms on human capital, these challenges pose a significant threat to organizational competitiveness and sustainability [9].

Therefore, there is a critical need to develop a comprehensive and integrative model that explains the determinants of Employee Performance in professional service entrepreneurship [10, 11]. By examining the roles of competency, motivation, and organizational transformation, along with the mediating effect of Job Satisfaction, this study seeks to provide a deeper understanding of performance dynamics and contribute to the development of strategies for enhancing competitive advantage in professional service firms [12]. This study offers several key contributions that highlight its novelty:

- **Three-Pillar Integrative Model**, this research proposes a novel integrative framework that combines competency (human capital), motivation (behavioral capital), and organizational transformation (organizational capital) as three core determinants of Employee Performance [13].
- **Job Satisfaction as a Mediating Mechanism**, the study introduces Job Satisfaction as a strategic mediating variable that explains the psychological mechanism linking organizational factors to performance outcomes, thereby extending existing models in human resource management [14].
- **Contextual Contribution to Professional Service Entrepreneurship**, this research provides empirical evidence from the underexplored context of KJPP, contributing to the literature on professional service entrepreneurship and offering insights into managing human capital in highly regulated environments [15].

### 1.1. Literature Review

Empirical evidence on the relationship between competency, motivation, organizational transformation, Job Satisfaction, and Employee Performance has been widely documented across various organizational contexts [16]. These studies provide a foundational basis for understanding how human capital and organizational factors contribute to performance outcomes, while also revealing important inconsistencies and limitations.

Table 4. State of the Art

No	Research Title	Main Variables	Research Object	Findings	Posisi Penelitian
1.	Effect of work motivation and Job Satisfaction on Employee Performance: Mediating role of employee engagement [17].	Motivation (X), Job Satisfaction (Z), Performance (Y).	Employee Engagement as a differentiating mediation.	Job Satisfaction has a significant impact on Employee Performance, and Motivation is the main driver of Job Satisfaction.	Replacing Employee Engagement by examining the role of Competency and Organizational Transformation through the mediation of Job Satisfaction in the context of the appraisal services industry.
2.	Competencies of Property Valuers in Thailand [18].	Competency (X) and Employee Performance (Y).	Property Appraisers in Thailand (Same industry context, different country).	Competency affects performance. There is a competency gap among assessors.	Adding Motivation and Organizational Transformation variables and testing the mediating role of Job Satisfaction in the context of KJPP in Banten (Indonesia).
3.	The influence of Competency, leadership and organizational culture on human resource performance [19].	Competency (X) and Performance (Y).	Leadership and Organizational Culture as a differentiator.	Competency has a positive and significant influence on Employee Performance.	Examining Competencies in relation to Employee Performance.

Strong empirical support exists for the role of competency and motivation as key determinants of Employee Performance. Competency contributes to improved task execution, problem-solving ability, and

professional judgment, while motivation drives effort, persistence, and goal achievement. Studies such as [20, 21] confirm that these factors significantly influence both Job Satisfaction and performance outcomes. Organizational transformation has also emerged as a crucial factor in enhancing performance, particularly in dynamic and uncertain environments. [22] demonstrate that transformation initiatives, especially those related to digitalization, improve organizational resilience and adaptability. This indicates that performance is not only determined by individual capabilities but also by the organization's ability to evolve and respond to change [23].

The role of Job Satisfaction as a mediating mechanism further strengthens the relationship between human capital and performance. [24] highlight that Job Satisfaction serves as a critical psychological link that translates competency and motivation into improved performance. Employees who are satisfied with their jobs tend to exhibit higher levels of engagement, commitment, and productivity. However, sector-specific research remains limited. [18] confirms the importance of competency in the property valuation sector, yet the study does not incorporate other relevant variables such as motivation, organizational transformation, or Job Satisfaction. This limitation reduces the ability to fully explain performance dynamics in professional service environments [25].

Existing literature demonstrates that competency, motivation, organizational transformation, and Job Satisfaction are important determinants of Employee Performance [26]. However, these variables are often examined in isolation or in partial combinations, resulting in fragmented findings and limited explanatory power [27]. A comprehensive integrative approach that simultaneously examines these variables remains underdeveloped, particularly in the context of professional service entrepreneurship [28]. In addition, the mediating role of Job Satisfaction has not been fully explored in models that incorporate both individual and organizational factors. Furthermore, empirical studies focusing on Public Appraisal Offices (KJPP) are still scarce, despite the sector's strategic importance and unique characteristics as a knowledge-based and highly regulated industry.

Addressing these limitations, this study proposes an integrative model that links competency, motivation, and organizational transformation to Employee Performance, with Job Satisfaction as a mediating variable. This approach is expected to provide a more holistic understanding of performance dynamics and contribute to the development of competitive advantage in professional service entrepreneurship.

## 1.2. Competency and Employee Performance

Competency reflects the level of knowledge, technical skills, and professional capabilities possessed by employees in performing their tasks [29]. In professional service organizations, competency is expected to enhance work accuracy, efficiency, and overall performance quality. However, empirical findings suggest that competency does not always directly translate into improved performance outcomes. Studies by [20, 30] indicate that competency may not have a significant direct effect on Employee Performance without the support of other factors such as Job Satisfaction or motivation. This suggests that competency alone may be insufficient to drive performance unless it is effectively internalized and supported by psychological or organizational conditions.

**H1: Competency does not have a positive and significant effect on Employee Performance.**

## 1.3. Motivation and Employee Performance

Motivation is a key determinant of employee behavior and performance. According to [31], performance is a function of motivation, where individuals exert effort based on expected outcomes. Motivation, both intrinsic and extrinsic, drives employees to maintain effort, persistence, and commitment in achieving work objectives. Empirical evidence supports the significant role of motivation in enhancing performance. Studies by [32, 33], particularly in the context of Public Appraisal Offices (KJPP), confirm that motivation is a critical factor influencing Employee Performance. Highly motivated employees not only possess the ability but also the willingness to perform under pressure and meet high-quality standards.

**H2: Motivation has a positive and significant effect on Employee Performance.**

## 1.4. Organizational Transformation and Employee Performance

Organizational transformation involves fundamental changes in structure, processes, technology, and organizational culture as a response to environmental demands [34]. Based on [35], successful transformation enhances organizational effectiveness and performance. In practice, transformation initiatives such as digitalization, structural adjustment, and process improvement are expected to improve Employee Performance. However, empirical findings are not always consistent. While studies by [36] and [37] indicate a positive and

significant effect, other findings such as [38] suggest that transformation may only improve performance when supported by effective communication and employee involvement. This indicates that transformation alone may not guarantee improved performance outcomes.

**H3: Organizational transformation does not have a positive and significant effect on Employee Performance.**

### 1.5. Job Satisfaction and Employee Performance

Job Satisfaction is defined as a positive emotional state resulting from an individual's evaluation of their job or work experience [39]. It reflects how well employees' expectations and needs are fulfilled within the organization. In the context of performance, Job Satisfaction plays a crucial role as a driver of employee commitment, loyalty, and extra-role behavior. Empirical studies, including those by [40] and [41], particularly in KJPP settings, demonstrate that Job Satisfaction has a strong and significant positive effect on Employee Performance. Employees who are satisfied with their work are more likely to demonstrate higher productivity and performance quality.

**H4: Job Satisfaction has a positive and significant effect on Employee Performance.**

### 1.6. The Mediating Role of Job Satisfaction

Job Satisfaction functions as a psychological mechanism that explains how individual and organizational factors influence Employee Performance [42]. It represents the internalization of external conditions into positive work attitudes that drive behavior and outcomes.

Competency, when recognized and effectively utilized, can enhance Job Satisfaction, which subsequently improves performance. Similarly, motivation contributes to Job Satisfaction by fulfilling employees' intrinsic and extrinsic needs, leading to sustained performance [43]. Organizational transformation, when implemented transparently and inclusively, can create a supportive work environment that enhances satisfaction and reduces resistance to change.

Therefore, Job Satisfaction is expected to mediate the relationships between competency, motivation, organizational transformation, and Employee Performance.

**H5: Job Satisfaction mediates the effect of competency on Employee Performance.**

**H6: Job Satisfaction mediates the effect of motivation on Employee Performance.**

**H7: Job Satisfaction mediates the effect of organizational transformation on Employee Performance.**

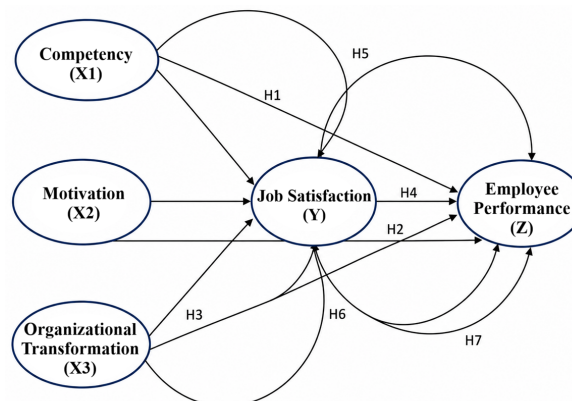


Figure 1. Thinking Framework

From Figure 1 above, competency (X1), motivation (X2), and organizational transformation (X3) are conceptualized as independent variables that influence Employee Performance. Job Satisfaction (Y) is positioned as an intervening (mediating) variable, while Employee Performance (Z) serves as the dependent variable. Competency (X1) reflects employees' knowledge, skills, and professional abilities, which are expected to influence Job Satisfaction (Y) by enhancing confidence, reducing work-related difficulties, and improving task accomplishment. Similarly, motivation (X2), which represents the internal and external drivers of employee behavior, is assumed to positively affect Job Satisfaction by increasing enthusiasm, engagement, and emotional

attachment to work. Organizational transformation (X3), defined as the organization's ability to adapt and innovate, is also expected to influence Job Satisfaction by creating a supportive, dynamic, and growth-oriented work environment.

In addition to their influence on Job Satisfaction, competency (X1), motivation (X2), and organizational transformation (X3) are hypothesized to have direct effects on Employee Performance (Z). Employees with higher competency are more capable of delivering high-quality work outcomes, while motivated employees tend to exhibit greater effort and persistence. Organizational transformation further supports performance by improving organizational systems, flexibility, and alignment with environmental demands. Job Satisfaction (Y) plays a crucial role as an intervening variable that directly influences Employee Performance (Z). Employees who experience higher levels of satisfaction are more likely to demonstrate stronger commitment, higher productivity, and better overall performance.

Furthermore, Job Satisfaction (Y) mediates the relationships between the independent variables and Employee Performance. This implies that competency (X1), motivation (X2), and organizational transformation (X3) not only affect performance directly but also indirectly through Job Satisfaction. In other words, improvements in competency, motivation, and organizational transformation are expected to enhance Job Satisfaction, which in turn leads to higher Employee Performance. Overall, this framework reflects a comprehensive model in which both direct and indirect relationships are examined to better understand the determinants of Employee Performance in professional service entrepreneurship [44, 45].

## 2. RESEARCH METHODOLOGY

### 2.1. Research Design

This study employs a quantitative approach with an explanatory research design to examine the causal relationships among competency, motivation, organizational transformation, Job Satisfaction, and Employee Performance. A quantitative approach is appropriate as it enables the measurement of relationships between variables using statistical techniques, while the explanatory design aims to test hypotheses and explain the influence among constructs within a structured model [46]. The study adopts a cross-sectional design, where data are collected at a single point in time from respondents to capture their perceptions regarding the variables under investigation.

### 2.2. Population and Sampling

The population of this study consists of employees working in Public Appraisal Offices (KJPP) located in Banten Province, Indonesia. Based on data obtained from the Financial Profession Development Center (PPPK) of the Ministry of Finance (as of December 31, 2024), a total of 232 employees across 16 KJPP firms were identified as the target population.

Given the relatively manageable population size, this study employs a census (total sampling) method, where all members of the population are included as respondents. This approach ensures comprehensive representation and eliminates sampling bias, thereby increasing the accuracy and generalizability of the findings within the studied context.

### 2.3. Data Collection Methods

Data were collected using both primary and secondary sources. Primary data were obtained through structured questionnaires distributed to respondents using an online platform (Google Forms). The questionnaire was designed based on established theoretical constructs and measured using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

Table 5. State of the Art

No	Category	Weight
1.	Strongly Agree (SS)	5
2.	Agree (S)	4
3.	Fair (C)	3
4.	Disagree (TS)	2
5.	Strongly Disagree (STS)	1

In addition to questionnaires, supporting data were collected through interviews, observations, and documentation to provide contextual understanding and triangulation. Secondary data were gathered from academic literature, official reports, and institutional documents relevant to the research variables.

#### 2.4. Measurement of Variables

All variables in this study were operationalized based on established theories and prior research. Employee Performance (Z) was measured using indicators such as work quality, quantity, teamwork, and responsibility, adapted from Armstrong. Job Satisfaction (Y) was measured based on dimensions including the work itself, salary, promotion opportunities, supervision, and co-worker relationships, following Robbins and Judge.

Competency (X1) was measured through dimensions of self-concept, knowledge, and skills, reflecting employees' ability to perform tasks effectively. Motivation (X2) was assessed using dimensions of achievement needs, power needs, and affiliation needs. Organizational transformation (X3) was measured through structural, cultural, and human resource transformation dimensions. All indicators were evaluated using a Likert scale (1–5), ensuring consistency in measurement across variables.

#### 2.5. Data Analysis Technique

This study employs Structural Equation Modeling–Partial Least Squares (SEM-PLS) using SmartPLS version 3 to analyze the data. SEM-PLS is selected due to its suitability for complex models involving multiple variables, its ability to handle small to medium sample sizes, and its robustness in exploratory and predictive research. The analysis consists of two main stages, measurement model (outer model) evaluation and structural model (inner model) evaluation.

##### 2.5.1. Measurement Model Evaluation (Outer Model)

The measurement model assessment focuses on evaluating the validity and reliability of the constructs. Convergent validity is assessed using factor loadings and Average Variance Extracted (AVE). Indicator loadings are expected to exceed 0.70, although values between 0.50 and 0.70 are considered acceptable in exploratory research. AVE values should be greater than 0.50, indicating that the construct explains more than half of the variance of its indicators.

Discriminant validity is evaluated using cross-loadings and the Fornell–Larcker criterion, where the square root of AVE for each construct should exceed its correlations with other constructs. Reliability is assessed using Cronbach's Alpha and Composite Reliability. A construct is considered reliable if Cronbach's Alpha exceeds 0.60 and Composite Reliability exceeds 0.70.

##### 2.5.2. Structural Model Evaluation (Inner Model)

The structural model evaluation aims to assess the relationships between latent variables and test the proposed hypotheses. The coefficient of determination ( $R^2$ ) is used to evaluate the predictive power of the model.  $R^2$  values of 0.75, 0.50, and 0.25 indicate strong, moderate, and weak explanatory power, respectively.

Effect size ( $f^2$ ) is used to measure the impact of each exogenous variable on endogenous variables, with values of 0.02, 0.15, and 0.35 representing small, medium, and large effects. Hypothesis testing is conducted using the t-statistic obtained through bootstrapping procedures. A hypothesis is considered significant if the t-value exceeds 1.96 at a 5% significance level. Additionally, predictive relevance ( $Q^2$ ) is assessed to evaluate the model's predictive capability. A  $Q^2$  value greater than zero indicates that the model has predictive relevance.

### 3. RESULT AND DISCUSSION

#### 3.1. Measurement Test Results (Outer Model)

The measurement model was evaluated to ensure the validity and reliability of the constructs. Convergent validity was assessed by examining factor loadings and Average Variance Extracted (AVE). All indicator loadings were found to exceed the minimum threshold of 0.70, indicating strong correlations between indicators and their respective constructs. In addition, all AVE values were above 0.50, confirming that each construct explains more than half of the variance of its indicators.

Discriminant validity was evaluated using the Fornell–Larcker criterion and cross-loadings. The results show that the square root of AVE for each construct is higher than its correlations with other constructs, indicating good discriminant validity. Furthermore, each indicator loads higher on its respective construct than on other constructs, confirming the distinctiveness of each variable.

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Reliability testing was conducted using Cronbach's Alpha and Composite Reliability. All constructs achieved Cronbach's Alpha values above 0.70 and Composite Reliability values above 0.80, indicating a high level of internal consistency and reliability. The measurement model demonstrates satisfactory validity and reliability, indicating that the constructs are suitable for further analysis in the structural model.

Table 6. Validity Test Results

	Job satisfaction	Employee Performance	Competency	Motivation	Organizational Transformation
<b>X1.1</b>			0.759		
<b>X1.3</b>			0.754		
<b>X1.5</b>			0.846		
<b>X1.6</b>			0.844		
<b>X1.7</b>			0.816		
<b>X1.8</b>			0.835		
<b>X1.9</b>			0.809		
<b>X1.10</b>			0.801		

Source: Data SmartPLS

Table 6 presents the validity test results for all measurement indicators used in this study. The loading factor values show that most indicators meet the recommended validity threshold of 0.70, indicating that the items are valid in measuring their respective constructs. The competency variable is represented by indicators X1.1 to X1.10, with loading values ranging from 0.754 to 0.846, showing strong measurement validity. The motivation variable is measured by indicators X2.1 to X2.10, with values between 0.704 and 0.865, indicating that all indicators are acceptable and valid. The organizational transformation variable is represented by indicators X3.1 to X3.8, with most values above 0.70, although X3.7 has a value of 0.699, which is still considered acceptable because it is very close to the threshold. Job Satisfaction is measured by indicators Y1 to Y11, with values ranging from 0.658 to 0.836. Although Y10 and Y11 are below 0.70, they can still be retained if they support the theoretical construct and do not reduce overall reliability. Employee Performance is measured by indicators Z1 to Z9, with loading values ranging from 0.705 to 0.824, confirming that the indicators are valid. Overall, the results indicate that the measurement model has adequate convergent validity and can be used for further structural model analysis.

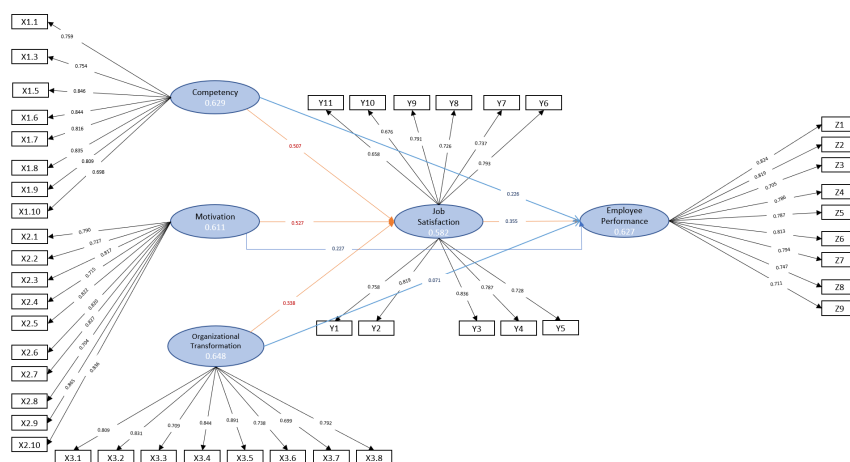


Figure 2. Factor Loading Values of Variables

The outer loading evaluation results in Table 6 indicate that all constructs generally meet the criteria for convergent validity. Most indicators of Competency (X1) show loadings above 0.70, although one indicator (X1.10 = 0.498) is slightly below the threshold but can still be retained based on theoretical considerations. Motivation (X2) demonstrates acceptable measurement quality, with indicator loadings ranging from 0.61 to 0.87, which is still considered adequate in social research contexts.

Organizational Transformation (X3) shows strong reliability, as all indicators have loadings above 0.70, with several exceeding 0.80. Meanwhile, Employee Performance (Y) and Job Satisfaction (Z) also meet the validity criteria, despite some moderate loadings (0.57–0.65), which are acceptable given the behavioral nature of these constructs. Overall, the results confirm that the measurement model satisfies convergent validity and is suitable for further structural analysis.

Table 7. AVE Test Results

	<b>Average Variance Extracted (AVE)</b>	<b>Status</b>
Job Satisfaction	0.582	Reliable and Valid
Employee Performance	0.627	Reliable and Valid
Competency	0.629	Reliable and Valid
Motivation	0.611	Reliable and Valid
Organizational Transformation	0.653	Reliable and Valid

As shown in Table 7, all AVE values exceed the minimum threshold of 0.50, indicating adequate convergent validity. Organizational Transformation has the highest AVE value of 0.653, while Job Satisfaction has the lowest at 0.582, but still meets the validity criteria. Thus, all constructs explain more than 50% of their indicator variance and are suitable for further analysis.

Reliability testing was conducted to assess the internal consistency of the measurement model using Cronbach's Alpha and Composite Reliability. A construct is considered reliable if both values exceed 0.70. The results indicate that all variables meet this threshold, demonstrating good internal consistency and reliability of the measurement model. The detailed results are presented in Table 8.

Table 8. Reliability Test Results

	<b>Cronbach's alpha</b>	<b>Composite Reliability</b>	<b>Status</b>
Job Satisfaction	0.923	0.932	Reliable and Valid
Employee Performance	0.918	0.931	Reliable and Valid
Competency	0.931	0.939	Reliable and Valid
Motivation	0.921	0.935	Reliable and Valid
Organizational Transformation	0.911	0.946	Reliable and Valid

As shown in Table 8, all variables have Cronbach's alpha and Composite Reliability values above the minimum threshold of 0.70. This indicates that Job Satisfaction, Employee Performance, Competency, Motivation, and Organizational Transformation have strong internal consistency. Therefore, all instruments are reliable and suitable for further analysis.

### 3.2. Structural Test Results (Inner Model)

The next step involves evaluating the structural model (inner model) to assess the predictive power and examine the relationships among constructs. This is conducted by analyzing the coefficient of determination ( $R^2$ ), which indicates the proportion of variance in the dependent variables explained by the independent variables. The  $R^2$  and adjusted  $R^2$  values are presented in Table 9.

Table 9. Results of R-Square and Adjusted R-Square Values

	<b>R-square</b>	<b>R-square adjusted</b>	<b>Interpretation</b>
Job Satisfaction (Y)	0.836	0.831	Very Strong
Employee Performance (Z)	0.717	0.715	Strong

As shown in Table 9, the R-square value for Job Satisfaction (Y) is 0.836, indicating that Competency, Motivation, and Organizational Transformation collectively explain 83.6% of the variance in Job Satisfaction. This result is categorized as very strong, showing that the independent variables have high predictive relevance in explaining employee satisfaction. Meanwhile, Employee Performance (Z) has an R-square value of 0.717, meaning that Competency, Motivation, Organizational Transformation, and Job Satisfaction explain 71.7% of the variance in Employee Performance. This value indicates a strong predictive capability of the model. The

small difference between the R-square and adjusted R-square values also shows that the model is stable and reliable for further analysis. Thus, Table 9 confirms that the proposed model has strong explanatory power in examining Job Satisfaction and Employee Performance in KJPP Banten Province.

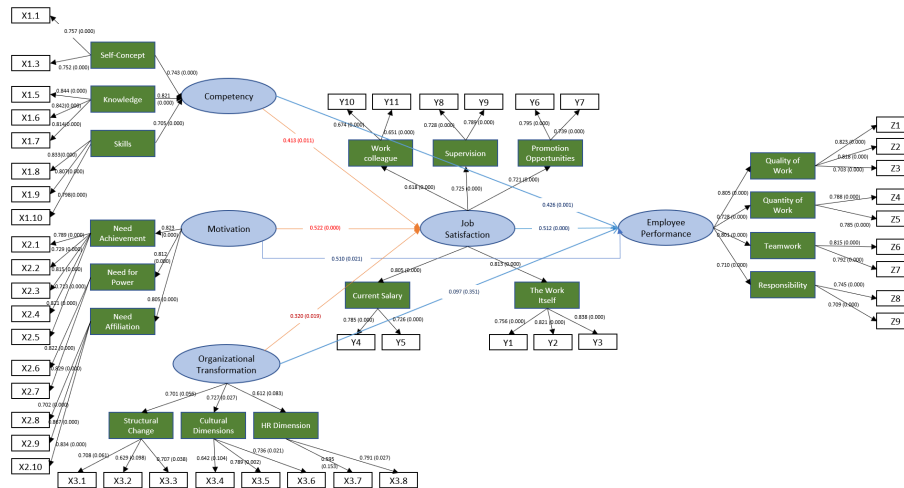


Figure 3. Bootstrapping Results

Bootstrapping was conducted to assess the significance of the relationships among variables by generating T-statistics and p-values for hypothesis testing. The results of both direct and indirect effects are presented in Figure 3 and Table 10. A path is considered significant if the T-statistic exceeds 1.96 at the 5% significance level ( $df = 230$ ). Thus, relationships with T-statistics  $\geq 1.96$  are deemed statistically significant, providing empirical support for the proposed hypotheses.

Table 10. Hypothesis Test Results

Hypothesis	Original Sample Mean (M)	Sample Standard Deviation (STDEV)	T statistics (—O/STDEV—)	P values	Status
<b>Direct Effect</b>					
H1 Competency → Employee Performance	0.426	0.430	0.085	5.163	0.001 Accepted
H2 Motivation → Employee Performance	0.510	0.508	0.048	2.460	0.021 Accepted
H3 Organizational Transformation → Employee Performance	0.097	0.097	0.127	1.398	0.351 Rejected
H4 Job Satisfaction → Employee Performance	0.512	0.512	0.073	6.428	0.000 Accepted
H5 Competency → Job Satisfaction → Employee Performance	0.413	0.412	0.062	3.274	0.011 Accepted
H6 Motivation → Job Satisfaction → Employee Performance	0.522	0.520	0.078	7.291	0.000 Accepted
H7 Organizational Transformation → Job Satisfaction → Employee Performance	0.320	0.323	0.084	2.843	0.019 Accepted

Based on the hypothesis testing results in Table 10, this study provides empirical evidence regarding the factors influencing Employee Performance in Public Appraisal Offices (KJPP). The direct effect results show that Competency has a positive and significant effect on Employee Performance, with a T-statistic of

5.163 and an original sample value of 0.426. Motivation also has a positive and significant effect on Employee Performance, with a T-statistic of 2.460 and an original sample value of 0.510. However, Organizational Transformation has a positive but insignificant effect on Employee Performance, as indicated by a T-statistic of 1.398, which is below the threshold of 1.970. Job Satisfaction has a positive and significant effect on Employee Performance, with a T-statistic of 6.428 and an original sample value of 0.512. For the indirect effects, Job Satisfaction significantly mediates the relationship between Competency and Employee Performance, Motivation and Employee Performance, and Organizational Transformation and Employee Performance, with T-statistics of 3.274, 7.291, and 2.843, respectively. Therefore, Table 10 confirms that Job Satisfaction plays an important mediating role in strengthening Employee Performance in KJPP.

#### 4. MANAGERIAL IMPLICATIONS

The findings of this study highlight that motivation and Job Satisfaction are the primary drivers of Employee Performance in Public Appraisal Offices (KJPP), indicating the need for organizations to strengthen employee engagement, discipline, and commitment through supportive work environments, clear procedures, and fair organizational practices. Although competency and organizational transformation do not directly influence performance, their impact remains important through Job Satisfaction, suggesting that organizations should align employee competencies with job roles, provide appropriate recognition, and implement transformation initiatives in ways that positively shape employee perceptions. Overall, Job Satisfaction plays a critical role in translating individual and organizational factors into performance outcomes, emphasizing the importance of improving compensation systems, career development opportunities, and supervisory support to sustain high levels of Employee Performance.

#### 5. CONCLUSION


This study aims to examine the effects of competency, motivation, and organizational transformation on Job Satisfaction and their impact on Employee Performance in Public Appraisal Offices (KJPP) in Banten Province. The results indicate that motivation and Job Satisfaction have a positive and significant effect on Employee Performance, highlighting their critical role in driving employee outcomes. In contrast, competency and organizational transformation do not show a direct significant effect on performance, suggesting that these factors alone are insufficient to improve Employee Performance without the support of other variables.

Furthermore, the findings reveal that Job Satisfaction plays a crucial mediating role in the relationship between competency and Employee Performance. Competency does not directly influence performance but can enhance performance indirectly through increased Job Satisfaction, indicating a full mediation effect. This implies that employees' competencies must first contribute to their sense of satisfaction before translating into improved performance.

On the other hand, Job Satisfaction does not significantly mediate the effects of motivation and organizational transformation on Employee Performance. Motivation directly influences performance without requiring mediation, while organizational transformation has not yet demonstrated a significant indirect impact. These findings suggest that improving Employee Performance in KJPP requires a stronger focus on enhancing motivation and Job Satisfaction, alongside more effective implementation of competency development and organizational transformation strategies.

#### 6. DECLARATIONS

##### 6.1. About Authors

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##### 6.2. Author Contributions

Conceptualization: FF; Methodology: FF; Software: FF; Validation: NN and AP; Formal Analysis: AP and NN; Investigation: FF; Resources: NN; Data Curation: AP; Writing Original Draft Preparation: FF

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and AP; Writing Review and Editing: FF and AP; Visualization: FF; All authors, FF, AP, and NN, have read and agreed to the published version of the manuscript.

### 6.3. Data Availability Statement

Data supporting this study are openly available from Zenodo at <https://doi.org/10.5281/zenodo.20311970>.

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### 6.5. Declaration of Conflicting Interest

The authors declare that they have no conflicts of interest, known competing financial interests, or personal relationships that could have influenced the work reported in this paper.

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