

The Influence of Transformational Leadership, Organizational Climate, Innovative Behavior and Employee Engagement on Employee Performance with Job Satisfaction as an Intervening Variable in the Bantaeng Regency Government Scope

Muhammad Tafsir P¹, Jeni Kamase,² St. Sukmawati² & Aryati Arfah²

¹Doctor of Management Science, Universitas Muslim Indonesia, Makassar

²Faculty of Economics & Business, Universitas Muslim Indonesia, Makassar

Abstract

The purpose of this research is to analyze and test the Effect of Transformational Leadership, Organizational Climate, and Innovative Behavior on Performance with Job Satisfaction as the intervening variable. The design of this study used a survey method with data collection by section through a questionnaire. The results of this study indicate that: (1) Transformational Leadership, Organizational Climate, and Innovative Behavior have a positive and significant effect on job satisfaction. (2) Transformational Leadership, Organizational Climate, and Employee Engagement have a positive and significant effect on performance. (3) Employee Engagement has a positive and insignificant effect on job satisfaction (4) Innovative behaviour has a positive and insignificant effect on employee performance. (5) Transformational Leadership, Organizational Climate, Innovative Behavior, and Employee Engagement have a positive and significant effect on Employee Performance through Job Satisfaction

Keywords: Transformational; Organizational Climate; Innovative Behavior; Employee Engagement

Date of Submission: 05-07-2022

Date of Acceptance: 19-07-2022

I. Introduction

In the era of the Industrial Revolution 4.0, every organization needs to apply the 4C formula, namely critical thinking (*critical*), creativity (*creativity*), communication (*communication*) and collaboration (*collaboration*) (Asbari, Santoso & Purwanto, 2019). In this digital era, it requires a level of innovation and creativity from every member of the organization. Innovation theory often emphasizes that innovation is broader than creativity and includes the implementation of created ideas (Lestari, 2019).

Employee engagement has become a priority study in the business world lately because employees who are *engaged* in their work produce more productivity, innovation and good performance (Little & Little, 2006). *Employee engagement* is generally defined as the level of commitment and attachment of an employee to his organization. When an employee is *engaged*, the employee realizes responsibility for business goals and motivates his colleagues to achieve success in the organization (Fitria & Linda, 2020).

Quality human resources, companies can expect to have employees with good performance and loyal to the company (Darmawan et al., 2020). This shows the importance of observing employee behaviour that affects their performance which in this case is innovative behaviour and work involvement (Safri, 2019).

Empirically, regional government performance appraisal is one of the keys to ensuring democratic, transparent, accountable, efficient and effective governance (Arifin, 2007). This effort is also in line to improve public services as referred to in Law Number 23 of 2014 concerning Regional Government as amended several times, most recently by Law Number 9 of 2015 concerning the Second Amendment to Law Number 23 of 2014 concerning Regional Government. . For this reason, the implementation of regional autonomy (Kamaroellah, 2017) needs to get greater encouragement from various elements of society, including the development of accountability through the preparation and reporting of local government performance (LKJ Pemkab Bantaeng, 2020).

The expected targets of the policy are increasing the capacity and accountability of bureaucratic performance, the realization of a clean and free government from KKN and increasing the quality of public services (Solong, 2019). In implementing government reforms at the regional level, it is required to provide reports on every activity held as a form of accountability to the government, and especially to the public as

stated in Government Regulation Number 8 of 2006 concerning Financial Reporting and Performance of Government Agencies and Presidential Regulation Number 29 of 2014 concerning Government Agency Performance Accountability System (SAKIP) (Syairozi, Pambudy & Yaskun, 2021).

Improvement of governance and management systems is an important agenda in the bureaucratic reform that is being carried out by the government's current-oriented performance *outcome*. So the government has set a policy for the implementation of a clear and regular and effective accountability system called **the Government Agency Performance Accountability System (SAKIP)**.

Implementation of the performance of the Bantaeng Regency Government in 2020 which is presented in the form of a Performance Report (LKj) as well as the performance commitments carried out by the Bantaeng Regency government and its staff. achieving the vision of Bantaeng Regency “The Realization of a Prosperous Bantaeng Community that is physically and mentally oriented towards Progress, Justice, Sustainability, and Excellence based on Religion and Local Culture” as stated in the Regional Medium Term Development Plan (RPJMD) of Bantaeng Regency 2018-2023.

In the implementation of the Bantaeng Regency RPJMD in 2018-2023, 7 (seven) strategic target achievements have been set with 21 (twenty-one) main performance indicators as measuring tools in achieving organizational performance targets. These performance indicators have been formalized in the form of Bantaeng Regent Decree No. 161/527/XII/2018 concerning the Determination of Key Performance Indicators within the Bantaeng Regency Government.

The results of the evaluation of the measurement of the performance of each target according to the RPJMD of Bantaeng Regency in 2018-2023, through the evaluation of targets and the realization of the target/main performance indicators, an illustration is obtained that the average level of target achievement is good. The achievement of this performance is the accumulation of the evaluation of the achievement of the seven goals. From the results of the analysis of performance measurement from the targets set there are some achievements of performance targets that are still lacking.

The achievement of the realization of the performance of the 21 indicators is as follows:

Table 1. Achievement of the Strategic Targets of the RPJMD with the Target Performance Indicators

TARGET INDICATOR	UNIT	FOR 2020		PERFORMANCE ACHIEVEMENT (%)
		TARGET	REALIZATION	
3	4	5	6	7
1 Average Years of Schooling	Years	7.59	7.40	85.30
2 Expected Years of Schooling	Years	13.14	13.00	91.55
3 Expenditures per capita	Thousand	1,000,000	950.000	95.00
4 Unemployment Rate	%	4.81	4.01	83.36
5 Number of New Entrepreneurs	People	200	200	100
6 Investment Value	Trillion	2.50	1.00	40.0
7 Gini Index	%	0.414	0.420	98.57
8 Gender Empowerment	Index	82.77	80.00	96.65
9 Life Expectancy	Years	70.68	69.00	97.62
10 Length of Road in Good Condition	Km	401.95	387.310	96.35
11 Water Quality	Index	80.08	76.35	95.34
12 Air Quality	Index	89.77	94.94	105.75

13	Land Cover	%	47.44	73.47	154.86
14	Economic Growth Rate of Agriculture, Forestry and Fisheries Sector	%	5.74	5.00	89.76
15	Duration of Tourist Visits	Day	3.30	3.00	90.90
16	Number of Tourist Visits	People	84,647	87,629	103.52
17	Predicate Accountability Performance	Predicate	CC	B	100
18	Number of Corruption Cases	Times	0	-	100
19	BPK Opinion	Predicate	WTP	WTP	100
20	Average IKM	Average	Score 75.70	75.05	97.84
21	Index	Index	2.50	2.74	109.6

Source: Regional Government of Bantaeng Regency in 2021

Based on the evaluation results of measuring the performance of each target according to the RPJMD of Bantaeng Regency in 2018-2023, through evaluation of targets and realization of target/main performance indicators, an illustration is obtained that the average level of target achievement is good. The achievement of this performance is the accumulation of the evaluation of the achievement of the seven goals. From the targets set, several achievement targets are still lacking.

The evaluation results show that the Bantaeng Regency Government in 2020 obtained a score of 61.93 or B predicate. The assessment shows the level of effectiveness and efficiency of budget use compared to its performance achievements, the quality of bureaucratic performance culture development and results-oriented governance implementation in the Bantaeng Regency Regional Government has started running but still needs improvement. The details of the assessment are as follows:

Table 2 Performance Value of the Bantaeng Regency Government in 2020

Components assessed		Weighted	A
			2020
B	Performance Planning	30	21.67
C	Performance Measurement	25	14.22
D	Performance Reporting	15	10.52
,	Internal Evaluation	10	505
E	Performance Achievement	20	10.47
Value of Evaluation Results		100	61.93
Performance Accountability Level			B

Source: Ministry of PAN and RB, 2021

The quality and output of the performance of the Bantaeng Regency government in a professional manner has not shown maximum results. . In terms of infrastructure, the performance of the Regional Government of Bantaeng Regency has increased significantly, but this only has a positive impact on the Regional Government.

II. Research Methods

This study uses a quantitative approach in data collection activities. The researcher used a questionnaire or questionnaire instrument. Through research instruments, the qualitative data of each variable indicator is assessed using a Likert scale so that the qualitative information is converted into quantitative data.

This research is designed to answer various problems that have been formulated and the objectives to be achieved and to test hypotheses with basic reasons, including:

- 1) This research is explanatory research, which is a study that seeks to find new relationships by explaining various symptoms that arise from an object of research.
- 2) Viewed from the aspect of research objectives, this research is a causal study that seeks to explain the relationship between endogenous (dependent) variables and exogenous (independent) variables which include transformational leadership, organizational climate, innovative behaviour, and *employee engagement*, and employee performance within the Government. Bantaeng Regency area.
- 3) Judging from the data aspect, this research is *ex-post facto* research, which means research that has passed or has taken place. In other words, research is a systemic empirical search so that researchers cannot control the independent variables due to events that have passed so that the data is not manipulated.

The location of research was carried out within the Bantaeng Regency Government as the object of research to see the effect of transformational leadership, organizational climate, innovative behaviour, and *work engagement* on performance with job satisfaction as an *intervening variable*. The research time is scheduled for three months from September to November 2021.

III. Results

Based on the empirical model carried out in this study, it is possible to test the proposed hypothesis by testing the path coefficients on the structural equation model. Table 14 is a hypothesis test by looking at the value, if the p-value is less than 0.05, then the influence between the variables is significant. The test results are presented in the following table:

Table 3. Total Direct Effect and Indirect Effect Between Variables

No	Variable			P-Value	Direct Effect	Indirect Effect	Total Effect	Description
	Exogenous	Intervening	Endogenous					
H-1	Leadership (X ₁)	Satisfaction (Y ₁)	-	0.029	0.266	-	0.266	Significant
H-2	Organizational climate (X ₂)	Satisfaction (Y ₁)	-	0.028	0.262	-	0.262	Significant
H-3	Innovative behaviour (X ₃)	Satisfaction (Y ₁)	-	0.042	0.280	-	0.280	Significant
H-4	Employee engagement (X ₄)	Satisfaction (Y ₁)	-	0.635	0.144	-	0.144	Not Significant
H-5	Satisfaction n (Y ₁)	-	Performance (Y ₂)	0.000	0.456	-	0.456	Significant
H-6	Leadership (X ₁)	-	Performance (Y ₂)	0.045	0.196	-	0.196	Significant
H-7	Organizational climate (X ₂)	-	Performance (Y ₂)	0.046	0.192	-	0.192	Significant
H-8	Innovative behaviour (X ₃)	-	Performance (Y ₂)	0.587	0.122	-	0.122	Not Significant
H-9	Employee engagement (X ₄)	-	Performance (Y ₂)	0.013	0.419	-	0.419	Significant

Indirect Effects Between Variables

	Variable			P-Value	Direct Effects	Indirect Effect	Total Effect	Information
	Exogenous	Intervening	Endogenous					
H-10	Leadership (X ₁)	Satisfaction (Y ₁)	Performance (Y ₂)	0.034	0.266	1,820	2,086	Significant
H-11	Organizational climate (X ₂)	Satisfaction (Y ₁)	Performance (Y ₂)	0.032	0.262	1.839	2.101	Significant
H-12	Innovative behaviour (X ₃)	Satisfaction (Y ₁)	Performance (Y ₂)	0.022	0.280	2009	2.289	Significant
H-13	Employee engagement (X ₄)	Satisfaction (Y ₁)	Performance (Y ₂)	0.043	0.144	1,714	1,858	Significant

Source: Processed Results of Primary Data (Appendix...)

Overall, the 7 direct path models are hypothesized to have one indirect path that is not significant. The interpretation of table 23 can be explained as follows:

1. Transformational leadership has a positive and significant effect on job satisfaction with a p-value = 0.029 < 0.05 with a coefficient value of 0.266, the coefficient indicates that an increase in the transformational leadership variable will be followed by an increase in job satisfaction. (Hypothesis 1 is accepted)
2. Organizational climate has a positive and significant influence on satisfaction with p-value = 0.028 < 0.05 with a coefficient value of 0.262, the coefficient indicates that an increase in the organizational climate variable will be followed by an increase in job satisfaction. (Hypothesis 2 is accepted).
3. Innovative behaviour has a positive and significant effect on job satisfaction with p-value = 0.042 < 0.05 with a coefficient value of 0.280, the coefficient indicates that an increase in the innovative behaviour variable will be followed by an increase in job satisfaction (Hypothesis 3 is accepted).
4. *Employee engagement* has a positive and insignificant effect on job satisfaction with p-value = 0.635 > 0.05 with a coefficient value of 0.144, the coefficient indicates that an increase in the employee engagement variable has not been able to maximize performance (Hypothesis 4 is accepted).
5. Job satisfaction has a positive and significant effect on employee performance with p-value = 0.000 < 0.05 with a coefficient value of 0.456. The coefficient indicates that an increase in the job satisfaction variable will be followed by an increase in employee performance (Hypothesis 5 is accepted).
6. Transformational leadership has a positive and significant effect on employee performance with p-value = 0.045 < 0.05 with a coefficient value of 0.196. The coefficient indicates that an increase in the transformational leadership variable will be followed by an increase in employee performance, (Hypothesis 6 is accepted).
7. Organizational climate has a positive and significant effect on employee performance with p-value = 0.046 < 0.05 with a coefficient value of 0.192. The coefficient indicates that an increase in organizational climate variables will be followed by an increase in employee performance (Hypothesis 7 is accepted).
8. Innovative behaviour has a positive and insignificant effect on employee performance with p-value = 0.587 > 0.05 with a coefficient value of 0.122. The coefficient indicates that the increase in the innovative behaviour variable has not been able to maximize the increase in employee performance (Hypothesis 8 is accepted).
9. *Employee engagement* has a positive and significant effect on employee performance with p-value = 0.013 < 0.05 with a coefficient value of 0.419. The coefficient indicates that an increase in the employee engagement variable will be followed by an increase in employee performance (Hypothesis 9 is accepted).
10. Transformational leadership has a positive and significant impact on employee performance through job satisfaction with p-value = 0.034 < 0.05 with an indirect effect value of 1.820. This coefficient indicates that an increase in leadership will be followed by an increase in employee performance through job satisfaction. (Hypothesis 10 is accepted).
11. Organizational climate has a positive and significant influence on employee performance through job satisfaction with p-value = 0.032 < 0.05 with an indirect effect value of 1.839. This coefficient indicates that an increase in organizational climate will be followed by increased employee performance through job satisfaction. (Hypothesis 11 is accepted).

12. Innovative behaviour has a positive and significant influence on employee performance through job satisfaction with $p\text{-value} = 0.022 < 0.05$ with an *indirect effect* of 2009 this coefficient indicates that an increase in innovative behaviour will be followed by increasing employee performance through job satisfaction. (Hypothesis 12 is accepted).

13. *Employee engagement* has a positive and significant influence on employee performance through job satisfaction with $p\text{-value} = 0.043 < 0.05$ with an indirect effect value of 1.714. This coefficient indicates that an increase in leadership will be followed by an increase in employee performance through job satisfaction. (Hypothesis 13 is accepted).

IV. Discussion

1. The Effect of Transformational Leadership on Job Satisfaction

Research results have proven that the variable of transformational leadership has a positive and significant effect on job satisfaction. This implies that the indicators of transformational leadership variables are idealized influence, inspirational *motivation*, intellectual *stimulation*, and individual *considerations*. has been implemented well, thereby increasing job satisfaction within the scope of the Bantaeng Regency Government.

Based on the respondents' responses, the indicators of transformational leadership have a high average value, and the results of modelling with *confirmatory factor analysis* (CFA) provide a very high contribution when viewed from the validity test or construct reliability > 0.70 . Based on the two things above, the researcher interprets the relationship between the average value and the *loading factor* using an interpretation approach in *performance importance analysis* (PIA). In PIA, it is done by mapping the level of the relationship between transformational leadership and job satisfaction.

2. The Effect of Organizational Climate on Satisfaction

The results of the study have proven that organizational climate has a positive and significant effect on job satisfaction. This implies that indicators of organizational climate variables, namely high structure, high standards, perception of responsibility, high appreciation and support have been implemented well to increase job satisfaction within the Bantaeng Regency Government.

Based on the respondents' responses, the indicators of organizational climate have an average value, and the results of modelling with *confirmatory factor analysis* (CFA) provide a very high contribution when viewed from *the validity test or construct reliability* > 0.70 .

Based on the two things above, the researcher interprets the relationship between the average value and the *loading factor* using an interpretation approach in *performance importance analysis* (PIA). In PIA, it is done by mapping the level of relationship between organizational climate and customer satisfaction.

3. The Influence of Innovative Behavior on Job Satisfaction

Research results have proven that innovative behaviour has a positive and significant effect on job satisfaction. This implies that the indicators of innovative behaviour variables, namely ideas of expolarization, idea generation, idea championing and idea implementation have been implemented well to increase job satisfaction in the Bantaeng Regency Government Scope.

There is a positive influence of innovative behaviour on job satisfaction, meaning that the better the innovative behaviour of employees, the higher their job satisfaction of employees.

Based on respondents' responses, indicators of innovative behaviour have a low average value. However, the results of modelling with *confirmatory factor analysis* (CFA), give a very high contribution when viewed from *the validity test or construct reliability* > 0.70 .

Based on the two things above, the researcher interprets the relationship between the average value and the *loading factor* using an interpretation approach in *performance importance analysis* (PIA). In PIA, it is done by mapping the level of relationship (*importance*) satisfaction and loyalty (*performance*).

4. The effect of *employee engagement* on job satisfaction

The results of the study have proven that *employee engagement* has a positive and insignificant effect on employee satisfaction. This implies that the indicators of employee engagement variables are *vigour*, *dedication*, and *absorption*. There is a positive and insignificant effect on job satisfaction, meaning that *employee engagement* has not maximally affected employee job satisfaction within the Bantaeng Regency Government.

Positive and insignificant results can be described for each Indicator. The first indicator is *Vigor*. The results of respondents' answers descriptively regarding the *vigour* giving participation are quite agreed, agree and strongly agree with a value of 86.8%, and respondents who provide participation disagree and strongly disagree with a value of 13.2%.

5. Effect of job satisfaction on employee performance

The results of the study have proven that job satisfaction has a positive and significant effect on performance. This implies that the indicators of job satisfaction variables, namely co-workers, compensation, careers, and

supervisors are well implemented. This shows that empirically employee job satisfaction is very important in improving employee performance in the Bantaeng Regency Government Scope.

There is a positive effect of job satisfaction on employee performance. This means that better employee job satisfaction will be followed by an increase in employee performance in the Bantaeng Regency Government Scope.

6. The effect of transformational leadership on employee performance

The results of the study have proven that transformational leadership has a positive and significant effect on employee performance. This means that better transformational leadership will be followed by an increase in employee performance in the Bantaeng Regency Government Scope.

This happens because the leader always protects his employees. This can be seen from the leadership who always cares and gives high encouragement to employees in completing work, and continues to inspire to optimize organizational goals. So that it supports employees in doing work which results in increased employee performance in the Bantaeng Regency Government Scope.

7. The effect of organizational climate on employee performance

The results of descriptive statistical analysis of organizational climate variables and employee performance are as follows: Based on descriptive statistical analysis, it can be seen that respondents' responses to organizational climate in the Bantaeng Regency Government Scope are in a fairly good category. It can be seen that the average result of the recapitulation table on respondents' responses to the organizational climate in the Bantaeng Regency Government Scope is dominated by agreeing responses, which are 106 people or 43.6%. This explains that the organizational climate implemented by employees in the District Government Scope agrees. Where the organizational climate is assessed by employees with respondents' responses dominated by high structure indicators with an average value (mean) of 33.7% or 82 people because the influence of organizational climate on employee performance is caused by high structure indicators, namely a situation in an organization that measures the feeling of pressure to improve performance and the degree of pride that members of the organization have in doing a good job in the organizational climate. However, after further analysis, there were still around 15.2% of respondents who answered that they did not agree with the tall structure indicator. This is due to the structural indicators in the organizational climate. A clear and precise organizational structure, it will provide clarity of duties, clarity in roles and responsibilities and clarity of the authorities in making decisions. Thus, employees will work following their respective roles and duties and there is no overlap of work between one another so that the work will be done well, it is expected to improve the performance of the employee.

8. Influence of innovative behaviour on employee performance

The results of the study have proven that the variable of innovative behaviour has a positive and insignificant effect on employee performance. This implies that the indicators of innovative behaviour variables are idea expolarization, idea generation, idea championing and idea implementation. There is a positive and insignificant effect on employee performance, meaning that innovative behaviour has not maximally affected employee performance in the Bantaeng Regency Government Scope.

Positive and insignificant results can be described for each indicator based on respondents' responses. The first indicator is the *idea of exploration*. The results of respondents' answers descriptively regarding vigour provide answers that quite agree, agree and strongly agree with a value of 88.48%. This means that the first indicator gave a good contribution of 88.48%. After further review, it turns out that some of the respondents answered (disagree and strongly disagree) with a value of 11.52%. This happens because of a discrepancy with the existing pattern and the emergence of different problems experienced by employees.

9. The effect of employee engagement on employee performance

The results of the study have proven that *employee engagement* has a positive and significant effect on employee performance. These results indicate that the higher the *employee engagement*, the higher the performance of employees in the Bantaeng Regency Government Scope.

The results of this research, with the effect of *employee engagement* on employee performance in the Bantaeng Regency Government Scope, can improve employee performance through efforts to increase employee engagement. According to Robinson et al. (2004) stated that employees who have strong ties to the company will improve their performance in their work for the benefit of the company (in Litile, 2006). The same thing was also expressed by Siddhanta and Roy (2010) who stated that *employee engagement* can create success for the company, one of which is by improving employee performance. Regarding the performance shown by an employee, the researcher agrees that *employee engagement* is something that can affect employee performance. Therefore, if employees have an attachment to their work, it will make it easier for the company to realize its company vision. In this study, it will be seen how the effect of *employee engagement* on employee performance in the research subject.

This statement is also supported by research which shows that three dimensions of *employee engagement* which include vigour, dedication, and absorption have a positive and significant correlation to employee performance in a family company of air rifle entrepreneurs (Grace & Mustamu, 2016). The bond between employees and

workers is one of the implementations of human resource management in a company. If the management of human resources has low quality, then the performance of employees and workers in a company will also be low.

10. The effect of transformational leadership on employee performance through job satisfaction.

Based on the results of this study indicate that the direct influence of transformational leadership on satisfaction has a regression coefficient of 0.266. To test the indirect effect of transformational leadership on employee performance through job satisfaction using the *Sobel Test Calculator for the Significance of Mediation*, the test obtained an indirect effect value of 1.820 with a significance level of 0.034. This means that transformational leadership has a positive and significant effect on employee performance through job satisfaction. This shows that the customer satisfaction variable can mediate transformational leadership on employee performance with a *total effect* of 2,086 (0.266 + 1.820). (mediation effect) is significant. This means that job satisfaction is a variable that can mediate the influence of transformational leadership on employee performance in the Bantaeng Regency Government Scope.

11. Effect of organizational climate on employee performance through job satisfaction

Based on the results of this study indicate that the direct influence of organizational climate on satisfaction has a regression coefficient value of 0.262. To test the indirect effect of organizational climate on employee performance through job satisfaction using the *Sobel Test Calculator for the Significance of Mediation*, the test obtained an *indirect effect* value of 1.839 with a significance level of 0.032. This means that organizational climate has a positive and significant effect on employee performance through job satisfaction. This shows that the job satisfaction variable can mediate organizational climate on employee performance with a total effect value of 2.101 (0.262 + 1.839). (mediation effect) is significant. This means that job satisfaction is a variable that can mediate the influence of organizational climate on employee performance in the Bantaeng Regency Government Scope.

12. The effect of employee engagement on employee performance through job satisfaction.

The results of data analysis show that the regression coefficient of *employee engagement* on performance (direct) is 0.419. To test the indirect effect of innovative behaviour on employee performance through job satisfaction using the *Sobel Test Calculator for the Significance of Mediation*, the test obtained an *indirect* value of 1.714 with a significance level of 0.043. The indirect regression coefficient is greater than the direct coefficient, this indicates that the indirect effect of *employee engagement* on employee performance through job satisfaction is greater than the direct effect of *employee engagement* on employee performance. Pada hipotesis 13, pengaruh *employee engagement* terhadap kinerja melalui kepuasan kerja.

V. Conclusion

1. Transformational leadership has a positive and significant effect on job satisfaction. These results indicate that high transformational leadership will increase employee job satisfaction in the Bantaeng Regency Government Scope.
2. Organizational climate has a positive and significant effect on job satisfaction.
3. Innovative behaviour has a positive and significant effect on job satisfaction.
4. *Employee Engagement* has a positive and insignificant effect on job satisfaction.
5. Transformational leadership has a positive and significant effect on employee performance.
6. Organizational climate has a positive and significant effect on employee performance. Results
7. Innovative behaviour has a positive and insignificant effect on employee performance.
8. *Employee Engagement* has a positive and significant effect on employee performance.
9. Transformational leadership has a positive and significant effect on employee performance through job satisfaction.
10. Organizational climate has a positive and significant effect on employee performance through job satisfaction.
11. Innovative behaviour has a positive and insignificant effect on employee performance through job satisfaction.
12. *Employee Engagement* has a positive and significant effect on employee performance through job satisfaction.
13. Job satisfaction has a positive and significant effect on employee performance. These results indicate that the higher the job satisfaction, the higher the performance of employees in the Bantaeng Regency Government Scope.

VI. Suggestion

1. For employees and the local government of Bantaeng Regency optimizing transformational leadership in increasing employee job satisfaction considering that transformational leadership influences employee performance.
2. For employees of the Bantaeng Regency Government, optimizing the organizational climate of transformational leadership in increasing employee job satisfaction can create a working condition or atmosphere that is quite comfortable.
3. For Bantaeng Regency Government employees encourage the formation of characters in producing innovations to increase job satisfaction).
4. For employees and the Regional Government of Bantaeng Regency, they strive to build connectivity of the spiritual atmosphere of employees in carrying out their responsibilities with their work.
5. For employees and the local government of Bantaeng Regency, encourage capacity building to stimulate transformation in developing jobs that have implications for improving performance.
6. For employees and the Regional Government of Bantaeng Regency, it is necessary to create a conducive, harmonious and comfortable work climate in carrying out work.
7. For employees and the Bantaeng Regency Government, it is necessary to be encouraged to improve performance through character building in innovating in operating their work.
8. For employees of the Bantaeng Regency Government, it is necessary to build a comfortable scope of work, establish good relationships with colleagues and care about their work.

References

- [1]. Arifin, S. (2007). Efforts to Implement Regional Government in Building the Economy to Face the Era of Globalization. *Journal of Economic & Business Dynamics*, 4(2).
- [2]. Asbari, M., Santoso, PB, & Purwanto, A. (2019). The influence of leadership and organizational culture on innovative work behaviour in industry 4.0. *JIM UPB (Scientific Journal of Management, University of Putera Batam)*, 8(1), 7-15.
- [3]. Fitria, Y., & Linda, MR (2020). Job Satisfaction: As a Mediating Variable Relationship Between Employee Engagement and Organizational Commitment. *Inspirational Journal of Business and Management*, 4(1), 17-30.
- [4]. Lestari, ER (2019). *Innovation Management: Achieving Competitive Advantage*. Universitas Brawijaya Press.
- [5]. Little, B., & Little, P. (2006). Employee engagement: Conceptual issues. *Journal of Organizational Culture, Communications and Conflict*, 10(1), 111-120.
- [6]. Kamaroellah, RA (2017). Analysis of the Level of Regional Financial Capability in Supporting the Implementation of Regional Autonomy. *NUANSA: Journal of Islamic Religious and Social Science Research*, 14(1), 123-138.
- [7]. Safri, H. (2019). Global human resource management against the review of law number 13 of 2003. *INFORMATICS*, 7(1), 1-16.
- [8]. Soendari, T. (2012). Descriptive Research Methods. Bandung, UPI. Stuss, Magdalena & Herdan, Agnieszka, 17.
- [9]. Solong, A. (2019). *Culture & Bureaucracy*. Depublish.
- [10]. Syairozi, MI, Pambudy, AP, & Yaskun, M. (2021). Analysis of the Implementation of Good Governance in Regional Financial Information Systems. *Proceedings of Educational and Service Research 2021*, 1(1), 49-59.

Muhammad Tafsir P, et. al. "The Influence of Transformational Leadership, Organizational Climate, Innovative Behavior and Employee Engagement on Employee Performance with Job Satisfaction as an Intervening Variable in the Bantaeng Regency Government Scope." *IOSR Journal of Business and Management (IOSR-JBM)*, 24(07), 2022, pp. 35-43.