The Influence of Competence on Satisfaction

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Article Info	Abstract
	This study aims to determine the effect of competence, communication on satisfaction and service performance at the Barombong Sub-district Office, Gowa Regency. The method used in this study is a quantitative method with data collection through questionnaires to 52 respondents. The analysis used is PLS-SEM analysis using the SmartPLS application. The results of the respondent description show that most respondents are male (53.84%) and female (46.15%), while respondents are aged 20-35 years (30.76%), 36-50 years (40.38%) and 1-65 years (28.84%). The results of this study indicate that competence has an influence on satisfaction, communication has an influence on satisfaction, competence does not affect service performance, communication does not affect service performance, satisfaction has an influence on service performance, satisfaction can mediate competence on service performance and satisfaction can mediate communication on service performance.

Introduction

Human resources (HR) are a key element in development, both at the national and local levels (Antwi & Analoui, 2008). The concept of human resources for organizations and governments holds substantial significance, particularly as a preliminary step in planning how the organization or government will operate (Tompkins, 2002; Boufounou et al., 2024; Kaiser, 2024). HR planning relates to the availability of employees with the necessary skills and competencies. Government is essentially a public service institution. In national life, citizens require a platform to meet their needs and desires, provided by the government (Torres et al., 2005; Balaji, 2025; Ma et al., 2023). In this regard, human resources are the most important institutional asset compared to other assets, as they are the primary driving force in realizing an ideal institution and determine and predict the success or failure of strategic policies and activities implemented within a government agency.

Civil Servants (ASN) is a profession for civil servants and government employees with employment contracts who work in government agencies. They are divided into two categories: Civil Servants (ASN) and Employees with Employment Contracts (Non-ASN) (Ramli et al., 2025; Urohman, 2024; Thayb et al., 2025). State Civil Apparatus, commonly known as ASN, are Indonesian citizens who meet certain requirements and are appointed as permanent Civil Servants by the Civil Service Development Officer to hold government positions. Meanwhile, Government Employees with Contracts, or Non-ASN, are Indonesian citizens who meet certain requirements and are appointed under a work agreement for a specific period to carry out government duties (Varadis et al., 2024; Ardila et al., 2025; Ardila et al., 2025).

From the perspective of the needs of village officials and the community, the satisfaction and service performance of a State Civil Apparatus are crucial, both in the form of goods and services. Satisfaction is the level of satisfaction experienced after comparing perceived

performance or results with expectations (Burton et al., 2003; Gultom et al., 2020; Darwati, 2018). Performance, on the other hand, is the level of work achievement, both in quality and quantity, achieved by an employee in carrying out their duties in accordance with their assigned responsibilities and meeting the demands of administrative services for village officials and the community. Village officials expect the service process provided by the sub-district government to be easier, simpler, smoother, faster, more accurate, and more friendly, with certainty and clarity of procedures and service requirements that comply with regulations and provide satisfaction to village officials (Laisa et al., 2025; Mulyaningsih & Rahmaningtyas, 2025).

One of the activities within an organization is providing services. Service is key to success in various service-based businesses or activities (Rismawati et al., 2024; Kunwar et al., 2025). Given the growing need for services by village officials, it is not surprising that service issues receive attention from both service users and service providers. The quality of service provided by a government agency is considered high when it meets the needs and expectations of village officials. The Barombong Sub-district Office is one of the government agencies dedicated to providing services to village officials and the community (Anas, 2024). As a public service provider, it is required to perform its duties and responsibilities to the maximum, especially those related to services to village officials and the community. Therefore, improving service performance is crucial to fostering public trust in the government. This is due to its significant role in the public interest. This is in line with research by Agus (2004), who found that satisfaction can positively influence service performance. This means that higher levels of satisfaction lead to improved service performance.

Satisfaction is an attitude based on experience. Satisfaction is also defined as an assessment of the characteristics or special features of a product or service, or the product itself, that provides customer satisfaction. The level of customer satisfaction is related to meeting customer consumption needs (Herrmann et al., 2000; Singh et al., 2023; Lina, 2022; Tadayonrad & Ndiaye, 2023). Satisfaction or dissatisfaction is a customer's response to the perceived evaluation between previous expectations and the actual performance of the product felt after its use. Based on the opinion above, it can be concluded that satisfaction is a level of feeling that a person feels about the role or work of an organization. The level of satisfaction is the difference between the perceived usefulness of the customer (Perceived Performance out Come) and expectations (Expectation), in addition, customers can experience one of three types of satisfaction, including dissatisfied, satisfied, and very satisfied.

Competence is the ability to carry out or perform a job or task based on skills and knowledge and supported by the work attitude required by the job (Mayasari & Tridayanti, 2019). Competence has a significant influence on satisfaction in receiving services. When complaints are heard and matters can be resolved on time, village officials will undoubtedly feel highly satisfied. Satisfaction can be reflected in the respect of village officials for sub-district employees, a growing sense of compliance with regulations, and accelerated activities. This is in accordance with research results showing that satisfaction and service performance are strongly influenced by competence (Sari & Susanti, 2022). In addition to competence, which is known to be an important factor in providing satisfaction and service performance, communication also plays a crucial role. Communication in service is a crucial aspect for the implementation of services in organizations or governments. Therefore, sub-district office employees must know how to communicate well so they can influence others in the service. Communication is needed to unify employee perceptions in order to achieve the ultimate goal of the organization to receive and manage constructive ideas from employees.

Methods

This type of research is quantitative, a process of collecting and analyzing numerical data to describe, predict, or control the variables in question. This type of research is used to analyze relationships between variables, make predictions, and generalize the results to a wider population. The purpose of quantitative research is to test a predetermined theory or hypothesis and ultimately accept or reject it based on the results. The main focus of the research is to examine the relationship between competence and communication and how they influence service satisfaction and performance. Objective measurement of quantitative design variables allows for more objective measurement of the variables studied, such as competence and communication. By using instruments such as questionnaires or surveys, the data obtained can be statistically calculated to determine the relationship between these variables in meeting satisfaction and service performance. Analysis of the relationship between these research variables aims to identify the causal relationship between competence, communication, satisfaction, and service performance. Quantitative design with a correlational or regression approach allows for a strong relationship between these variables. Generalizability: By using this type of quantitative research, the results of the study can be generalized to a wider population, thus providing greater insight into the phenomenon being studied. In its implementation, it is carried out using ex post facto. In ex post facto research, researchers investigate problems by studying or reviewing variables.

According to Sugiyono, ex post facto is a study conducted to examine events that have occurred and then look back to find out the factors that can cause the occurrence of these events. This research was conducted at the Barombong sub-district office, Gowa Regency, South Sulawesi Province. The selection of this location was based on several considerations relevant to the focus of the research. This research is planned to last for 2 months which includes preparation, data collection, analysis, and report writing. This duration allows the research to be carried out thoroughly with accurate data collection and analysis, as well as producing useful recommendations for HR management in the Barombong Sub-district Office government. The population in this study consists of village officials who work in the Village Office which consists of 5 (five) villages in one sub-district, namely in Barombong sub-district. Totaling 52 people. The sample is part of the number and characteristics of the population. If the population is large, researchers cannot collect all of it for research, for example due to limited funds, manpower, and time. Researchers can use samples taken from that population. Samples taken from the population must be truly representative and valid. According to Suharsimi Arikunto, if the subjects are less than 100, it is better to collect all of them so that the research can be population-based. Furthermore, if the number of subjects is large, 10-15% or 20-25% or more can be taken.

Data Analysis Techniques

Data processing in this study was carried out using SmartPLS (Structural Equation Modeling-Partial Least Square/PLS-SEM), which is software for analyzing relationships between latent variables, both directly and indirectly. The analysis stages include: (1) Data Preparation, namely collecting, cleaning, and coding questionnaire data (Likert Scale 1–5) so that it is ready for processing. (2) Validity and Reliability Testing, including convergent validity testing using the Average Variance Extracted value (AVE > 0.5) and discriminant validity with the Fornell-Larcker Criterion and Cross Loading, as well as reliability testing using Cronbach's Alpha (> 0.7). (3) Measurement Model Testing, by examining the loading factors for the relationship between indicators and latent constructs. (4) Structural Model Testing, to test the direct and indirect influence between variables, including examining path coefficients, significance testing with bootstrapping (t-value > 1.96 and p-value < 0.05), and calculating R-Square (R^2)

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to assess the predictive strength of the model. (5) Mediation Testing, namely testing the role of satisfaction as a mediator in the relationship between competence and communication on service performance using indirect effects with bootstrapping, where mediation is declared significant if the p-value < 0.05. (6) Evaluation of Model Results, including Goodness-of-Fit (GoF) to assess model suitability and hypothesis evaluation based on t-value, p-value, and R^2. All of these procedures ensure that the research instrument is valid and reliable, and the structural model used is able to explain the influence of variables comprehensively.

Results and Discussion

Descriptive Statistical Analysis

Descriptive statistical analysis is a method for summarizing and describing the main characteristics of a data set. This analysis focuses on presenting data numerically and visually, without making generalizations or conclusions about the broader population. The results of the descriptive statistical analysis in this study are as follows:

Table 1. Descriptive Statistical Analysis

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Competence	52	59.00	75.00	67.4231	5.18045
Communication	52	47.00	60.00	53.5769	4.08415
Satisfaction	52	58.00	75.00	65.4038	4.68732
Service Performance	52	59.00	75.00	66.7308	5.24728

Based on the table above, it can be seen that the Competence variable has a minimum value of 59.00 and a maximum of 75.00, with an average (mean) of 67.4231 and a standard deviation of 5.18045. This indicates that the level of employee competency at the Barombong District Office, Gowa Regency is in the high category with a relatively even distribution of data. The Communication variable has a minimum value of 47.00 and a maximum of 60.00, with an average of 53.5769 and a standard deviation of 4.08415, which indicates that employee communication skills are quite good and consistent among respondents. Meanwhile, the Satisfaction variable shows a minimum value of 58.00 and a maximum of 75.00, with an average of 65.4038 and a standard deviation of 4.68732, which means that the level of satisfaction of both employees and service recipients is high. Finally, the Service Performance variable has a minimum value of 59.00 and a maximum of 75.00, with an average of 66.7308 and a standard deviation of 5.24728, indicating that service performance at the Barombong Sub-district Office is in the good category with not too large data variations. Overall, these results illustrate that competence, communication, satisfaction, and service performance are at a good level and relatively even among the study respondents.

Outer Model

The outer model in SmartPLS (Partial Least Squares) is part of the PLS-SEM model that describes the relationship between latent constructs (latent variables) and their indicators. In this study, the outer model is often referred to as the measurement model. The outer model in this study is as follows:
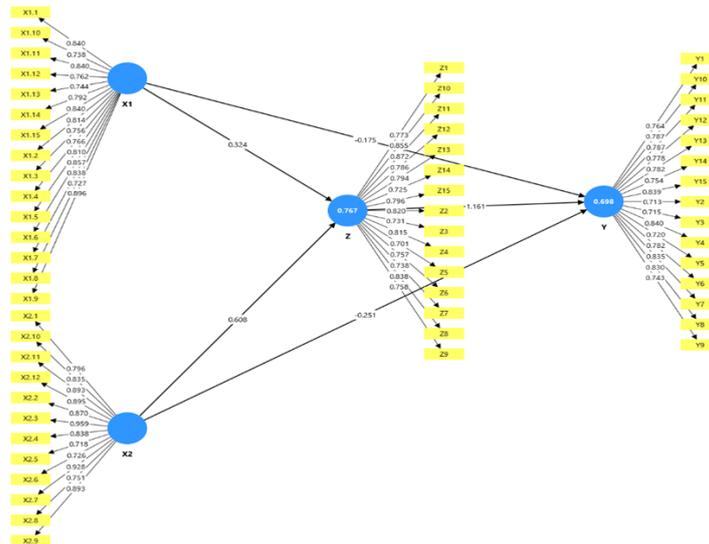
Figure 1. Outer Model

Validity Test

Validity testing is the process of ensuring that a research instrument is capable of measuring what it is supposed to measure. This validity ensures that the data obtained from the instrument is accurate and aligns with the concept being studied, ensuring reliable research results. In this study, the validity tests used were convergent validity and discriminant validity, as follows:

Convergent Validity

Convergent validity is used to assess the extent to which an indicator has a strong relationship with the latent variable it measures. The results of the Convergent Validity test in this study are as follows:

Table 2. Outer Loading

Indicator	Outer Loading
X1.1	0.84
X1.2	0.814
X1.3	0.756
X1.4	0.766
X1.5	0.81
X1.6	0.857
X1.7	0.838
X1.8	0.727
X1.9	0.896
X1.10	0.738
X1.11	0.84
X1.12	0.762
X1.13	0.744
X1.14	0.792
X1.15	0.84
X2.1	0.796
X2.2	0.87
X2.3	0.959
X2.4	0.838

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X2.5	0.718
X2.6	0.726
X2.7	0.928
X2.8	0.751
X2.9	0.893
X2.10	0.835
X2.11	0.893
X2.12	0.895
Y1	0.764
Y2	0.713
Y3	0.715
Y4	0.84
Y5	0.72
Y6	0.782
Y7	0.835
Y8	0.83
Y9	0.743
Y10	0.787
Y11	0.787
Y12	0.778
Y13	0.782
Y14	0.754
Y15	0.839
Z1	0.773
Z2	0.82
Z3	0.731
Z4	0.815
Z5	0.701
Z6	0.757
Z7	0.738
Z8	0.838
Z9	0.758
Z10	0.855
Z11	0.872
Z12	0.786
Z13	0.794
Z14	0.725
Z15	0.796

Source: SmartPLS Data Processing

Based on the table above, the Loading Factors for each indicator in the research variable are greater than 0.7. Therefore, it can be concluded that the instrument in this study is valid.

Discriminant Validity

Discriminant validity aims to ensure that a latent variable clearly differs from other latent variables. The results of the Discriminant Validity test in this study are as follows:

Table 3. Cross Loadings

Indicator	X1	X2	Y	Z
X1.1	**0.84**	0.63	0.544	0.665
X1.2	**0.814**	0.521	0.384	0.567
X1.3	**0.756**	0.495	0.433	0.554
X1.4	**0.766**	0.505	0.472	0.633
X1.5	**0.81**	0.624	0.44	0.691
X1.6	**0.857**	0.597	0.398	0.628
X1.7	**0.838**	0.577	0.418	0.617
X1.8	**0.727**	0.595	0.525	0.515
X1.9	**0.896**	0.621	0.419	0.624
X1.10	**0.738**	0.601	0.382	0.545
X1.11	**0.84**	0.534	0.35	0.555
X1.12	**0.762**	0.636	0.493	0.506
X1.13	**0.744**	0.535	0.406	0.617
X1.14	**0.792**	0.523	0.382	0.561
X1.15	**0.84**	0.534	0.35	0.555
X2.1	0.658	**0.796**	0.45	0.524
X2.2	0.578	**0.87**	0.508	0.708
X2.3	0.667	**0.959**	0.544	0.593
X2.4	0.724	**0.838**	0.558	0.545
X2.5	0.677	**0.718**	0.568	0.719
X2.6	0.558	**0.726**	0.479	0.566
X2.7	0.684	**0.928**	0.542	0.59
X2.8	0.534	**0.751**	0.456	0.624
X2.9	0.618	**0.893**	0.524	0.745
X2.10	0.629	**0.835**	0.524	0.727
X2.11	0.503	**0.893**	0.458	0.679
X2.12	0.667	**0.895**	0.493	0.534
Y1	0.626	0.607	**0.764**	0.58
Y2	0.359	0.455	**0.713**	0.563
Y3	0.273	0.227	**0.715**	0.518
Y4	0.427	0.507	**0.84**	0.663
Y5	0.439	0.53	**0.72**	0.656
Y6	0.239	0.409	**0.782**	0.557
Y7	0.393	0.411	**0.835**	0.664
Y8	0.532	0.568	**0.83**	0.723
Y9	0.335	0.504	**0.743**	0.571
Y10	0.363	0.37	**0.787**	0.601
Y11	0.33	0.468	**0.787**	0.558

Y12	0.605	0.572	**0.778**	0.565
Y13	0.359	0.381	**0.782**	0.537
Y14	0.484	0.512	**0.754**	0.567
Y15	0.416	0.473	**0.839**	0.65
Z1	0.531	0.65	0.685	**0.773**
Z2	0.543	0.539	0.511	**0.82**
Z3	0.393	0.514	0.697	**0.731**
Z4	0.547	0.587	0.523	**0.815**
Z5	0.377	0.575	0.659	**0.701**
Z6	0.516	0.577	0.541	**0.757**
Z7	0.502	0.662	0.573	**0.738**
Z8	0.562	0.563	0.521	**0.838**
Z9	0.588	0.654	0.567	**0.758**
Z10	0.568	0.528	0.54	**0.855**
Z11	0.667	0.585	0.616	**0.872**
Z12	0.582	0.579	0.623	**0.786**
Z13	0.55	0.649	0.541	**0.794**
Z14	0.401	0.582	0.655	**0.725**
Z15	0.539	0.598	0.536	**0.796**

Source: SmartPLS data processing

Based on the table above, it can be seen that the cross-loading value for each indicator is higher than the cross-loading value for the other latent variables, with a value criterion above 0.50. This indicates that all instruments in this study meet discriminant validity.

Reliability Testing

Reliability testing is the process of assessing the consistency and reliability of a research instrument in repeatedly measuring a concept. If the instrument can produce consistent results when used under the same conditions, it is considered reliable. The results of the reliability testing in this study are as follows:

Table 4. Reliability Testing

Variables	Cronbach's alpha	Average variance extracted (AVE)
Competence (X1)	0.960	0.645
Communication (X2)	0.963	0.715
Service Performance (Y)	0.954	0.607
Satisfaction (Z)	0.955	0.617

Source: SmartPLS data processing

Based on the table above, the Cronbach's Alpha value for each variable is greater than 0.6. The AVE value also shows a value above 0.5. Therefore, it can be concluded that all instruments used in this study are reliable.

Inner Model

According to Howell (2014), the inner model describes the causal relationship between latent variables (variables that cannot be measured directly) in a model. The inner model illustrates

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the relationship between latent variables in a study. The results of the inner model test in this study are as follows:
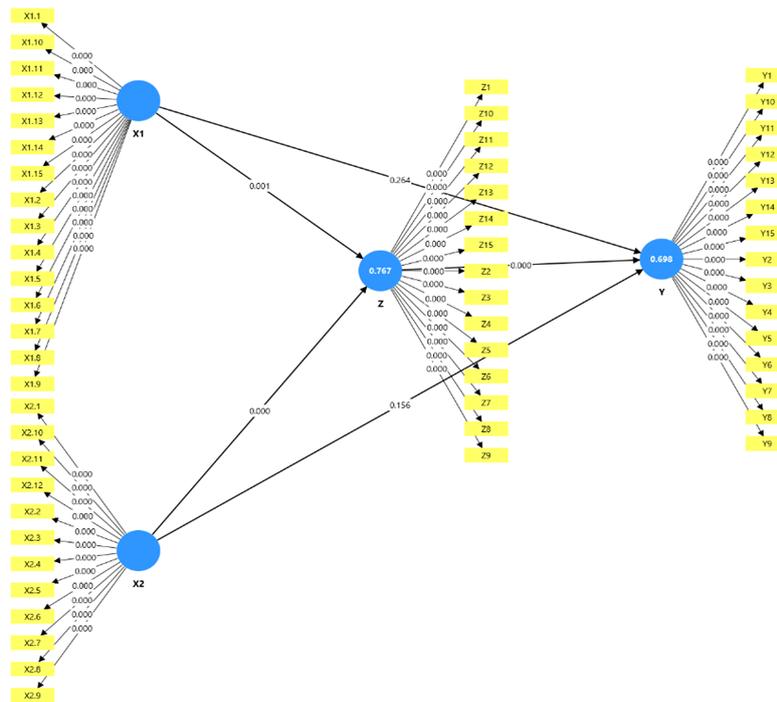

Figure 2. Inner Model

R Square

The coefficient of determination (R Square) is used to measure the extent to which endogenous latent variables can be explained by exogenous latent variables in a model. The R Square (R^2) value ranges from 0 to 1, with a higher R^2 value indicating a better model's ability to explain the endogenous variables. Furthermore, the adjusted R Square is a modified version that takes into account the number of variables in the model and the standard error value. Adjusted R Square is considered more accurate in describing the contribution of exogenous variables to endogenous variables, especially when the model has more than one independent variable. According to Hair et al. (2014), the predictive power of a model based on the R Square value can be categorized as follows: (1) An R^2 value ≥ 0.75 indicates a strong (substantial) influence; (2) An R^2 value around 0.50 indicates a moderate influence; (3) An R^2 value around 0.25 indicates a weak influence. The results of the coefficient of determination test in this study are as follows:

Table 5. R Square

Variables	R-square	R-square adjusted
Service Performance (Y)	0.698	0.679
Satisfaction (Z)	0.767	0.758

Satisfaction (Z) as an endogenous variable has an R Square value of 0.767 and an Adjusted R Square of 0.758. This indicates that 76.7% of the variation in service satisfaction can be explained by the Competence and Communication variables, while the remaining 23.3% is explained by other factors outside this research model. Based on the classification of Hair et al, this value is included in the strong category. This means that this model is very good at explaining the factors that influence service satisfaction at the Barombong District Office, Gowa Regency. Service Performance (Y) as an endogenous variable has an R Square value of

0.698 and an Adjusted R Square of 0.679. This means that 69.8% of the variation in service performance can be explained by the Competence, Communication, and Satisfaction variables. Meanwhile, the remaining 30.2% is influenced by other factors not included in this research model. This value is also included in the strong category according to Lidya & Nasution (2023), so the model can be said to be quite good at explaining service performance variables in the sub-district office environment.

F-Square

According to Hair et al, to measure changes in the F-Square value if a concept is removed as an assessment of the significant impact on the dependent variable, the effect size (F-Square) is used. an F-Square value of 0.02 indicates a small effect, a value of 0.15 indicates a medium effect, and a value of 0.35 indicates a large effect. For the effect size value, the results of the F-Square test in this study are as follows:

Table 6. F-Square

Variable	X1	X2	Y	Z
Competence (X1)			0.038	0.202
Communication (X2)			0.054	0.709
Service Performance (Y)				
Satisfaction (Z)			1.038	

Based on Table 6, the interpretation of the F Square Test (Effect Size) is as follows: (1) Competence (X1) on Satisfaction (Z) has an F Square value of 0.202, which is in the medium category, referring to the criteria of Hair et al. (2019), where values between 0.15 and 0.35 indicate a medium effect. This shows that competence has a significant influence on service satisfaction. This means that the higher the employee's competence, the higher the level of public satisfaction with the services provided; (2) Communication (X2) on Satisfaction (Z) has an F Square value of 0.709, which is included in the large category (≥ 0.35). This shows that communication has a very significant influence on service satisfaction. This means that the quality of good communication between employees and the public greatly contributes to forming a satisfied perception of services at the Barombong District Office; (3) Competence (X1) on Performance (Y) shows an F Square value of 0.038, which is included in the small category (≥ 0.02 and < 0.15). This indicates that competence has a relatively small influence on service performance directly. Most likely, the influence of competence on performance is more mediated by satisfaction; (4) Communication (X2) on Performance (Y) has an F Square value of 0.054, also included in the small category. Although small, communication still contributes to performance, but is not directly dominant. Satisfaction (Z) on Performance (Y) has an F Square value of 1.038, which is included in the very large category. This indicates that satisfaction is a dominant factor in influencing service performance. This means that increasing public satisfaction directly has major implications for the quality of public service performance at the sub-district office.

Direct Effect

Direct effect analysis aims to test the direct influence of exogenous latent variables on endogenous latent variables. The results of the direct effect test in this study are as follows:

Table 7. Direct Effect Test

Variable	Original sample (O)	T statistics (|O/STDEV|)	P values
X1 -> Y	-0.175	1.117	0.264
X1 -> Z	0.324	3.431	0.001

X2 -> Y	-0.251	1.420	0.156
X2 -> Z	0.608	6.778	0.000
Z -> Y	1.161	8.823	0.000

Based on the table above, the following information is obtained: (1) Competence (X1) on Service Performance (Y) obtained a T Statistic value of 1.117 < 1.96 and a P Value of 0.264 > 0.05. This shows that Competence does not have a significant effect on Service Performance. This means that directly increasing employee competence has not been sufficient to provide a significant impact on improving service performance at the Barombong Sub-district Office; (2) Competence (X1) on Satisfaction (Z) shows a T Statistic value of 3.431 > 1.96 and a P Value of 0.001 < 0.05, which means that Competence has a positive and significant effect on Satisfaction. This means that the higher the employee competence, the higher the public satisfaction with the services provided; (3) Communication (X2) on Service Performance (Y) obtained a T-Statistic value of 1.420 < 1.96 and a P-Value of 0.156 > 0.05, which indicates that Communication does not have a direct significant effect on Service Performance. In other words, although good communication is important, it is not directly strong enough to improve performance without being accompanied by other factors such as satisfaction; (4) Communication (X2) on Satisfaction (Z) obtained a T-Statistic value of 6.778 > 1.96 and a P-Value of 0.000 < 0.05. These results indicate that Communication has a positive and significant effect on Satisfaction. This means that good communication quality between employees and the public contributes significantly to increasing public service satisfaction. Satisfaction (Z) on Service Performance (Y) obtained a T-Statistic value of 8.823 > 1.96 and a P-Value of 0.000 < 0.05, which means that Satisfaction has a positive and significant effect on Service Performance. This means that the higher the public's satisfaction with the services provided, the higher the service performance of employees at the Barombong Sub-district Office.

Testing the Effect of Mediation

Testing for mediation is an analytical process to determine whether a mediator variable can explain the relationship between the independent variable (X) and the dependent variable (Y). The results of the mediation test in this study are as follows:

Table 8. Test of Mediation Effect

Variable	Original sample (O)	T statistics (|O/STDEV|)	P values
X1 -> Z -> Y	0.376	3.414	0.001
X2 -> Z -> Y	0.705	4.878	0.000

Source: SmartPLS Processed Data

The mediation effect test aims to determine whether the Satisfaction (Z) variable is able to mediate the influence of Competence (X1) and Communication (X2) on Service Performance (Y). Based on Table 8, the following results were obtained: (1) The indirect effect of Competence (X1) on Performance (Y) through Satisfaction (Z) has a T-statistic of 3.414 > 1.96 and a P-value of 0.001 < 0.05, indicating a significant mediation effect. This means that Satisfaction significantly mediates the relationship between Competence and Service Performance. Thus, although competence does not directly influence performance, high competence can increase customer satisfaction, which ultimately has a positive impact on employee service performance. (2) The indirect effect of Communication (X2) on Performance (Y) through Satisfaction (Z) shows a T-statistic of 4.878 > 1.96 and a P-value of 0.000 < 0.05, also indicating a significant mediation effect. This indicates that satisfaction also significantly mediates the effect of communication on service performance. In other words, good

communication will increase customer satisfaction, which in turn will drive improved service performance.

Model Evaluation

Model evaluation in this study was conducted using Goodness of Fit (GoF) as a measure to test how well the structural model and measurement model as a whole can explain the relationships between variables. Goodness of Fit (GoF) is an index developed to measure the global validity of a model in the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach. GoF combines the quality of the measurement model (through average communality or AVE) and the quality of the structural model (through the average R² value) into a single, comprehensive measure. The GoF formula is as follows:

$$GoF = \sqrt{AVE \times R^2}$$

$$GoF = \sqrt{\frac{(0.645+0.715+0.607)}{4} \times \frac{(0.698+0.767)}{2}} = 0{,}688$$

Based on the calculations above, the Goodness of Fit (GoF) value was 0.688. This indicates that the model in this study has excellent overall feasibility, both in terms of measurement and structure.

The results of this study indicate that employee competence has a positive and significant effect on village official satisfaction, with a T-statistic of 3.431 > 1.96 and a P-value of 0.001 < 0.05. This means that the higher the competence of employees at the Barombong Sub-district Office, the greater the likelihood that village officials will be satisfied with the services they receive. This demonstrates that competence plays a crucial role in creating quality public services that are oriented towards village official satisfaction. In the context of public services, competence can be understood as the combination of knowledge, skills, and work attitudes among employees in carrying out their duties and responsibilities effectively and efficiently. Competence enables employees to complete work according to standards, understand regulations and procedures, and interact appropriately with the public. Therefore, competent employees are better able to provide fast, accurate, and satisfactory service.

Competence is a crucial part of human resource management because it demonstrates an individual's ability to perform a specific task based on their level of education, training, and work experience. Hasibuan emphasized that highly competent employees tend to have a strong work ethic, initiative, and responsibility in completing their tasks. In public services, such employees are able to provide professional service that meets the expectations of village officials. Practically, high competence encourages employees to provide communicative, friendly, and solution-oriented service. This creates a positive impression for the public, such as feeling valued, receiving clear explanations, and finding solutions to problems they face. Therefore, competence not only impacts technical performance but also shapes village officials' perceptions and satisfaction with the quality of service received.

This research aligns with the results of research conducted by Siswantini et al. (2014), which showed that employee competence has a significant relationship with public satisfaction in the context of government services at the sub-district level. Their findings indicate that the better the employee's competence, the higher the level of public satisfaction with the services provided. Furthermore, research by Rahmawati and Lestari supports these results. They found that high competence, particularly in interpersonal skills and mastery of service systems, can improve work efficiency and public satisfaction. Employees who understand the workflow, are able to explain procedures clearly, and have a good service attitude will be more easily accepted by the community and create a positive service relationship. Thus, it can be concluded that

competence is one of the main factors influencing the level of satisfaction of village officials with public services at the Barombong District Office, Gowa Regency. Therefore, improving employee competence through training, career development, and regular performance evaluations is very important for management to pay attention to. Services provided by competent employees will create a positive service experience for the community, strengthen the image of government agencies, and increase public trust in the services provided.

Conclusion

Competence has a positive and significant impact on public satisfaction. This means that the higher an employee's competency, such as technical skills, task understanding, and professional attitude, the higher the level of public satisfaction with the services provided.

Suggestion

Based on the results of this study, it is recommended that the Barombong Sub-district Office continue to improve employee competency, not only in administrative technical matters, but also in terms of responsive public service and a focus on public satisfaction. Employees need to be provided with regular training, particularly related to communication skills, social empathy, and excellent service. This is crucial so that the competencies they possess can truly be felt by the public and have a real impact on improving service quality. Furthermore, it is also crucial for the sub-district office management to create a culture of more open and effective communication, both among employees and between employees and the public. Communication must be informative, solution-oriented, and respectful of public aspirations. Good communication will increase public satisfaction, which ultimately drives optimal employee performance. Therefore, developing interpersonal communication in public services must be part of a service quality improvement strategy.

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