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HUMAN RESOURCE MANAGEMENT | RESEARCH ARTICLE

Determination of Work Motivation, Leadership Style, Employee Competence on Job Satisfaction and Employee Performance

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Abstract: The goal of this study was to look at the impact of work motivation, leadership style, and competence on job satisfaction, as well as the effects of work motivation, leadership style, and competence on performance, job satisfaction's impact on performance, and the impact of work motivation, leadership style, and competence on performance via job satisfaction. The research will take place at LLDIKTI-IX. The study's population and sample size were 125 employees (complete sampling). The data from the questionnaire was analyzed with the use of AMOS 18 and the Structural Equation Model. According to the findings, work motivation has a negative and significant impact on job satisfaction. Employee motivation in existence, connectedness, and growth is still low, but it is necessary to improve employee job satisfaction. Employee performance is influenced by competence in a positive but insignificant way. Employee competency is still a career development issue, with little attention paid to the role of innovation and technology in improving employee performance. Employee performance is influenced by competence through job satisfaction in a positive but insignificant way. Employee job satisfaction is poor in enhancing their performance since applying competencies that have been directed thus far is still like meeting work needs.

Keywords: Motivation, Leadership Style, Competence, Job Satisfaction, Performance

JEL Classification Code: o15, L20, L30

1. INTRODUCTION

Human resources are crucial and necessary to be managed and exploited to achieve organizational goals in the face of obstacles and tougher job competition. The purpose of adopting human resource management is for every person in a company to carry out the business's vision, mission, key responsibilities and functions, and the values they have accepted to grow and prosper (Gahlawat & Kundu, 2019). As a result, human resource management becomes more critical and necessary to consider and improve to achieve corporate goals. Human resource management is crucial and required for LLDIKTI-IX office to execute as a critical element in managing and employing personnel as human resources. According to information reports from the human resource development department, employees of the LLDIKTI-IX have recognized that their performance has not met the intended aim during the last five years.

Understanding the assessment of declining employee performance becomes a consideration to be improved in achieving employee performance by improving employee quantity, quality, efficiency, effectiveness, and loyalty in carrying out the primary duties and functions that require optimal work professionalism (Agusti & Pertiwi, 2013). As observed in everyday life, employees picking and choosing occupations that meet their preferences are constantly sorting and choosing employment that suits their wishes. Meanwhile, the company expects to deliver the best service possible (quantity). Furthermore,

LLDIKTI-IX frequently complains about the implementation of tasks carried out by employees due to a lack of quality (quality) in terms of presenting work that is not timely (efficient), not benefit-oriented for the service activities provided (practical), and officers who frequently do not obey the leadership's orders. And organizations are showing loyalty by delivering services (commitment). Based on this fact, it is vital to examine and increase employee performance using work target theory, which states that an organization's success in achieving its goals is measured by the performance of its employees and the results achieved (Johnson et al., 2017). According to corporate demands and leadership rules, employee performance is evaluated in quantity, quality, efficiency, effectiveness, and loyalty (Tuan et al., 2021).

Employee performance is inextricably linked to the job satisfaction they experience while performing their primary responsibilities and functions. The phenomenon began in the Sulawesi LLDIKTI-IX IX Office with the notion that improving staff performance without job satisfaction is complex. This aligns with assertion that achieving employee performance is simple if job satisfaction is first established. This affects the job that is done both individually and collectively. Employees are lazy at work, so a lot of work is abandoned and piled up; they are less innovative because they do not dare to make breakthroughs in facing work challenges; they tend to do monotonous work, so they do not excel; they constantly evaluate work based on the amount of remuneration received for the compensation provided; and employees compete for the attention of the leadership to be promoted, not based on achievement (Tefera & Hunsaker, 2020).

The occurrence of a decrease in employee job satisfaction is, of course, a consideration that should be addressed and improved by considering Herzberg's theory of maintenance, or X and Y, which suggests that everyone in fulfilling job satisfaction is constantly faced with satisfactory and not satisfactory results. Both of these elements have a role in determining whether or not the final product is acceptable. It is vital to encourage enjoying exciting work, dynamic work challenges, the realization of work performance, high compensation, and promotion of eligibility to attain job satisfaction (Arslan & Staub, 2013; Wangdi & Tobgay, 2022). This assessment of the performance of employees who fail to meet their goals is based on considerable prior research that found that job satisfaction, work motivation, leadership style, and competency all influence performance decline. Nuraeni (2011) advises that motivation and competence positively affect performance based on research findings. Furthermore, according Chen & Wu, (2020) research, motivational research results positively impact job satisfaction and performance.

Motivation and competence have a considerable detrimental impact on job satisfaction and performance. Low job satisfaction and poor employee performance at the LLDIKTI-IX cannot be isolated from the effects of low employee motivation on job satisfaction and performance. Like regular people at work, employees require a constant supply of passion, encouragement, and support to function, relate, and grow or develop (Matteson et al., 2021; Mear & Werner, 2021). Employees appear to be less motivated due to their life, physical, and family needs not being met, their existence needs not being met, social needs for social interaction, and relationship needs not being met. Work, productive, and creative needs are not being met to realize growth needs. This is the root of low employee motivation to be happy at work and enhance their performance. To understand the impact of low work motivation on job satisfaction and employee performance, leaders should employ Clayton Alderfer's ERG theory, which states that everyone must be motivated to meet the ERG requirements of existence (Existence), connectedness (Relationship), and growth (Growth) (Easa & Orra, 2021). The demands of meeting life's requirements, such as bodily needs, family needs, social needs, work needs, and productive and creative needs, are all included in this ERG element. Previous research, such as (X. (Roy) Zhao et al., 2016), has looked at the effect of motivation on job satisfaction and performance. The findings indicate that motivation positively and significantly affects employee performance through job satisfaction. According to Skaalvik & Skaalvik, (2013) study, motivation is indirectly negative and unrelated to job satisfaction. According to Shobe, (2018), leadership style issues that are not successfully implemented in an organization are one of the causes of low job satisfaction and poor performance. When organizational leaders cannot demonstrate transactional leadership in a way that leads their subordinates to accept it well, assistants are easy to direct, maneuver, and influence to achieve organizational goals.

Responding to this leadership style, which reduces job satisfaction and employee performance because the LLDIKTI-IX management does not pay attention to the application of a good leadership style, it is necessary to apply Bäker & Goodall, (2020); H. Zhao & Zhou, (2021) theory of transactional leadership characteristics, which states that every leader must be able to perform exchanges in influencing and moving subordinates to carry out leadership characteristics well. The leader issues commands or directions to his associates based on who is most suited to perform the work he supervises. Hence, it becomes a factor in dealings between leaders and subordinates. According to previous studies, such as Paracha et al. (2012), low transactional leadership influences satisfaction and performance, while following the basic style leads to decreased job satisfaction and human resource performance. According to another study by Mohammad AN & Nasrin, (2011), job happiness and performance are significantly determined by leadership, which has a good and significant impact.

2. Literature Review

2.1. Work Motivation

Referring to Herzberg's thesis, factors X and Y, which include providing compensation motivation, improving workplace circumstances, giving promotions, work responsibilities, and job mastery, are usually referred to as the provision of motivation in an organization. Because a person's success is dependent on motivation, it is critical to improve employee performance. According to (Padave et al., 2021), motivation is the desire to accomplish something to achieve satisfaction and performance. Motivation is a desire in a person that prompts him to act or something that serves as the foundation or cause for a person's actions. Motivation can be defined as a strong desire or need that drives a person to work. Furthermore, motivation theory application is known as a current method, dominated by three types of motivation: content theory, process theory, and reinforcement theory. According to (X. (Roy) Zhao et al., 2016), content theory stresses the notion of human wants, which explains diverse human requirements that influence organizational actions. To improve responsibility and commitment to the job and organization, corporate leaders must comprehend the demands of their members. The hierarchy of needs theory, ERG theory, and two-factor theory are three motivation theories that stress the analysis that underpins human needs in this content theory (Easa & Orta, 2021; Ramsbottom et al., 2021). The theory of process is a motivation theory that focuses on how members of an organization seek incentives in their working conditions, including the theories of justice and expectation, which are included in this group (Bartram et al., 2021). Understanding the consequences of the ERG theory on the desire to attain existence, relationships, and growth, this theory has a direct correlation with Maslow's hierarchy of needs theory, which states that existence needs are nothing more than a type of psychological need. There are efforts to fulfill fundamental necessities and family needs to realize one's existence. Humans require the ability to communicate with coworkers, supervisors, and business partners. This is significant in terms of societal demands.

2.2. Leadership Style

A leader, according to Chaurasia & Shukla, (2013), is someone who can motivate, guide, or influence a large group of people to follow their commands and wishes to achieve a common goal. Leadership is a provision that has been agreed upon based on signs of eligibility to be a member of the leader who leads an organization's leadership. According to Padauleng et al. (2020), transactional leadership is characterized by a leader's concentration on interpersonal transactions involving exchange relationships based on agreement on target classification, work standards, job assignments, and awards. According to (Vieira et al., 2021), transactional leadership is defined as a leadership style in which the leader identifies what employees must accomplish to achieve organizational goals and assists employees in gaining confidence in their ability to do the assignment. As a result, transactional leadership is defined as a style of leadership in which a leader motivates his subordinates to work by offering resources and prizes in exchange for increased task effectiveness. Furthermore, according to Padauleng et al. (2020), transactional leadership has three dimensions: first, contingent rewards to persuade the leader to specify

the work that needs to be done, and second, incentives to motivate task execution as intended. Second, management by exception (management by exception) consists of two components: passively, to influence the leader's behavior and use correction or punishment efforts as a response to poor performance/deviations from standards, and actively, to influence behavior, in which the leader actively monitors employee work and uses corrective measures to ensure that work is carried out and completed according to standards. Finally, laissez-faire leadership is defined as a leader who avoids attempting to influence subordinates, neglects his teaching responsibilities as a leader, immerses himself in regular work, and avoids conflict. Leaders have a lot of duties to their subsidiaries, but they don't set clear goals, don't aid with group decision-making, and just let things happen as long as they appear to be safe.

2.3. Competence and work performance

Competence is a critical component of human resource success in achieving organizational objectives. Competence is derived from the term "competent," meaning able to match the word "ability." This capability refers to an individual's ability to behave and act in ways that help them achieve their objectives (Amrutha & Geetha, 2021; González-González & García-Almeida, 2021). Work theory, dynamics theory, quality orientation theory, issue resolution theory, team theory, independent theory, creation theory, integrated ability theory, asset theory, and window theory are some of the views used to comprehend the concept of individual competence in HR management. According to Mitchell et al. (2020); Yu & Ko, (2017), personal competency is related to work theory. According to this principle, every job necessitates the presence of skilled people in their respective disciplines. In developing a work evaluation, work activities and competencies merge into a single entity. As mentioned earlier, this theory is relevant to Rothwell's proposed dynamics theory (Tang & Vandenberghe, 2020). This theory says that there are dynamics of behavior and actions in humans that cause them to be diligent or lazy. Individuals with a high level of craftsmanship usually have a lot of potential in terms of work dynamics. Conversely, a high level of laziness indicates a low level of work dynamics. Work dynamics are defined as a change in a person's ability to want or not want to go to work. According to Turner et al. (2017) quality orientation theory, every competent individual cannot be divorced from quality orientation. The best outcome from tireless hard labor is always prioritized in quality orientation. The more problems the job presents, the more chances to achieve a quality orientation. This quality orientation paradigm addresses the issue of individual competency. Kumar et al. (2019) propose that competence is a solution to human resource and organizational challenges in their theory of problem-solving or problem-solving. Low employee performance and work happiness are issues for businesses, and enhancing individual competency is one solution to these issues. This shows that personal competencies have a vital role in accomplishing organizational goals.

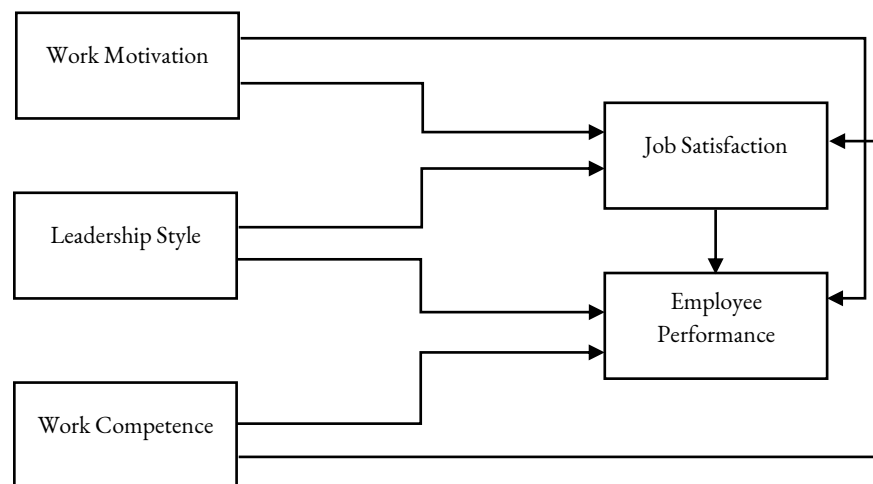


Figure 1: Conceptual Framework

Based on our explanation in literature review and introduction section. Our hypothesis are:

- H1: Work motivation positively and significantly affects employee job satisfaction.
- H2: Leadership style has a positive and significant effect on job satisfaction.
- H3: Competence has a positive and significant effect on employee job satisfaction.
- H4: Work motivation has a positive and significant effect on employee performance.
- H5: Leadership style has a positive and significant effect on employee performance.
- H6: Competence has a positive and significant effect on employee performance.
- H7: Job satisfaction has a positive and significant effect on employee performance.
- H8: Work motivation through job satisfaction positively and significantly affects employee performance.
- H9: Leadership style through job satisfaction positively and significantly affects employee performance.
- H10: Competence through job satisfaction positively and significantly affects employee performance.

3. Research Method and Materials

3.1. Data Samples

Exploratory research aims to discover new correlations, while explanatory research explains the symptoms induced by the research object. According to the data, it is *ex post facto*, which indicates that research is a systematic empirical search conducted after an incidence. The researcher cannot control the independent variables because the event has occurred or cannot be modified. Furthermore, this causal study aims to explain the causal relationship between the influence of work motivation, leadership style, and competency on job satisfaction and employee performance at LLDIKTI-IX. The data analysis techniques used to explain the phenomenon in this research are the descriptive statistical analysis technique and structural equation modeling (SEM) analysis. The sampling technique used the census method by setting the sample equal to the total population, taken purposively based on the job position. So the sample size in this study was 125 respondents, who were distributed as follows:

Tabel 1: Number of Populations and Research Samples

No	Position	Population	Sampel (Full Sampling)
1	Coordinator	1	1
2	Executive Secretary	1	1
3	Head of Division	2	2
4	Kasi	4	4
5	Head of Division	1	1
6	Head of Subdivision	3	3
7	Staff	113	113
Total		125	125

Source: LLDIKTI-IX Sulawesi, 2022

3.2. Measurement

Furthermore, the method of data analysis used in this study is the analysis of structural equation modeling (SEM) to determine the causal relationships between latent variables contained in structural equations. The measurement of variables using a Likert scale (1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, 5 = strongly agree). Measurement items as shown in table 1. The testing phase is to test the instrument's validity, reliability, reliability of the instrument is measured by Cronbach's alpha, i.e., if Cronbach's alpha coefficient > 0.60, it means that the instrument is reliable and fulfills the reliability requirements. However, Cronbach's alpha < 0.60 means the instrument is unreliable (Hair et al., 1998:118). The coefficient of determination (R^2), if R^2 is very high (e.g., between 0.7 - 1) and none of the regression coefficients are significant, then statistically, this means that multicollinearity symptoms occur. Looking at the Variance Inflating Factor (VIF) value, if the VIF value is less than 10,

then multicollinearity symptoms do not occur, but if the VIF value 10 means there are multicollinearity symptoms. Data analysis techniques used in explaining the phenomena in this study are descriptive statistical analysis techniques and Structural Equation Modeling (SEM) analysis with the criteria of Goodness of Fit Chi-square Index (Expected to be small), Significant Probability (≥ 0.05), RMSEA (≤ 0.08), GFI (≤ 0.90), AGFI (≥ 0.90), CMIN / DF (≤ 2.0), TLI (≥ 0.95), CFI (≥ 0.95) (Mashur et al., 2020); (Indahingwati et al., 2019); (Putra et al., 2019); (Hair et al., 2014).

4. Results and Discussion

4.1. Descriptive Analysis

Table 2: Characteristics of Respondents by Identity

No	Respondents	Measurement	Number of Respondents	
			F	%
1	Gender	Man	83	66.4
		Woman	42	33.6
2	Age	21 – 27	7	5.6
		28 – 34	26	20.8
		35 – 41	22	17.6
		42 – 48	12	9.6
		49 – 55	46	36.8
		>55	12	9.6
3	Education	Doctoral	4	3.2
		Magister	47	37.6
		Bachelor	38	30.4
		Diploma	4	3.2
		High School	19	15.2
		SMP	7	5.6
4	Working Period	SD	6	4.8
		1 – 5	33	26.4
		6 – 10	44	35.2
		11 – 15	0	0.0
		16 – 20	1	0.8
		> 20	47	37.6

Source: Data primer 2022

The table above illustrates that LLIKTI-IX has a large number of senior employees, however there is a gap between the tenures of 11 and 20 years because employee recruiting is rarely done according to the level of demand.

4.2. Statistics Result

a) Validity and Reliability Test

Table 3: Summary of Validity Test Results

Research Instruments	Pearson Correlation	Realibility Statistic (Cronbach Alpha)	Description
X1.1	0.819	0.841	Valid and Reliable
X1.2	0.837		
X1.3	0.995		
X2.1	0.894	0.732	Valid and Reliable
X2.2	0.845		
X2.3	0.657		
X2.4	0.356		
X3.1	0.890	0.808	Valid and Reliable

Research Instruments	Pearson Correlation	Realibility Statistic (Cronbach Alpha)	Description
X3.2	0.856		
X3.3	0.799		
X3.4	0.583		
Y1.1	0.780	0.771	Valid and Reliable
Y1.2	0.685		
Y1.3	0.598		
Y1.4	0.579		
Y1.5	0.506		
Z1.1	0.823	0.866	Valid and Reliable
Z1.2	0.880		
Z1.3	0.808		
Z1.4	0.815		
Z1.5	0.715		

Based on Table 3, the cronbach alpha value of the research instrument in each variable is greater than the indicated value, which is 0.60 or greater than 0.60. Thus, the entire questionnaire instrument in this study is reliable (trustworthy) because it has met the minimum requirements. The loading factor is seen based on the critical ratio, which provides an overview to explain each construct of the employee performance variable indicator that is observed based on the determination of the factor loading value, which is represented by the estimation results of standardized regression (standard regression) with a significant p-value construct or < 0.05 so that all constructs can be included in the next test.

b) Goodness Fit of Model

The evaluation of the model shows that from the eight goodness of fit indices, it can be seen that the chi-square value is still large, and some criteria do not match the cut-off, so modifications are made to the model by performing correlations between errors. Indicators according to the instructions of modification indices. The results of the analysis after the final model was obtained are as follows:

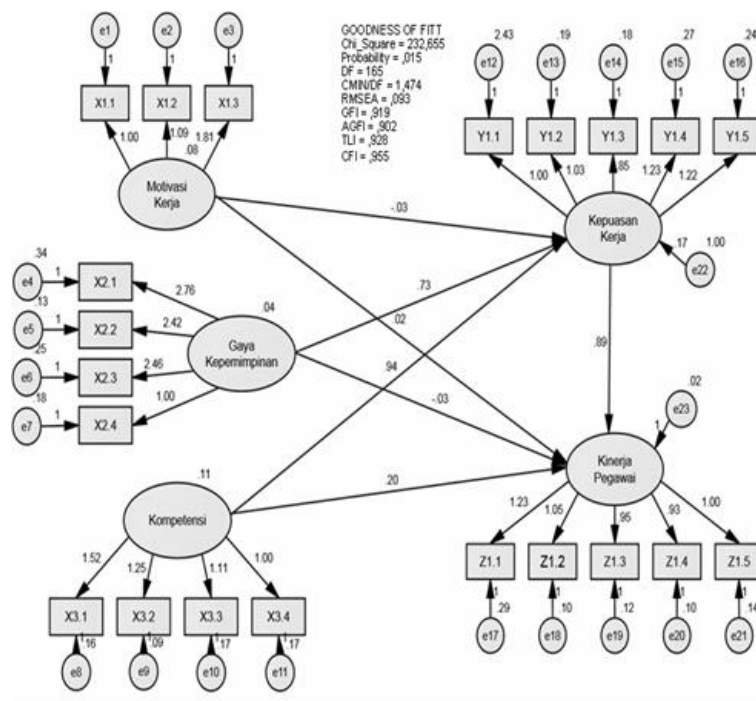


Figure 2. Measurement of Variable Relationship Model for Initial SEM

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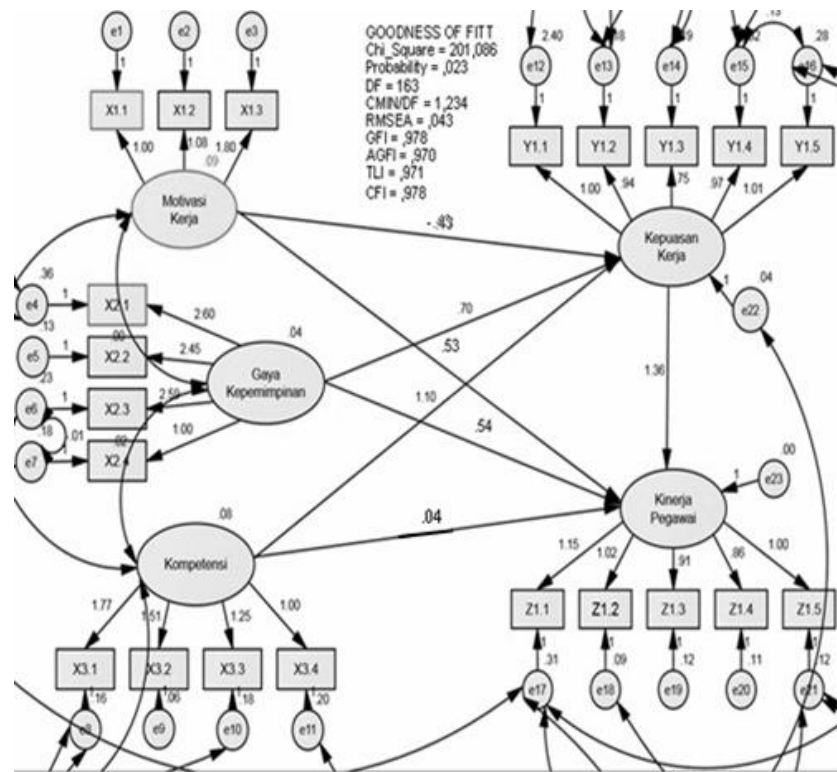


Figure 3. Measurement of the Final SEM Variable Relationship Model

The model test results presented in Figure 8 above are evaluated based on the goodness of fit indices in Table 22. The model criteria and critical values are given with data suitability.

Table 4: Evaluation of criteria for Goodness of Fit Indices Overall Model

Goodness of fit index	Cut-off Value	Early Stage Model Results	Info	Final Stage Model Results	Info
Chi_Square	Expected small	232,655 > (0,05:125 = 212,670)	Fit	201,086 < (0,05: 125 = 175,555)	Fit
Probability	≥ 0.05	0,015	Fit	0.024	Fit
CMIN/DF	≤ 2.00	1,474	Fit	1,235	Fit
RMSEA	≤ 0.08	0,093	Marginal	0.033	Fit
GFI	≥ 0.90	0,919	Fit	0.988	Fit
AGFI	≥ 0.90	0,902	Fit	0.962	Fit
TLI	≥ 0.94	0,928	Marginal	0,968	Fit
CFI	≥ 0.94	0,955	Fit	0.977	Fit

The results of the model evaluation for the initial stage show that of the eight goodness of fit indices, only six have met the cut off value, namely Chi_square, probability, CMIN/DF, GFI, AGFI, and CFI, so modifications are made to the model according to the instructions from the modification indices. As previously described. After modifying the model, it shows six goodness of fit indices for criteria that have met the requirements or according to the cut-off value in the final stage. The model can be said to be following the goodness of fit indices for analysis.

c) Hypothesis Result

Table 5: Direct Effect and Indirect Effect

HIP	Variabel Independen	Variabel Dependen	Effect				Description
			p-value	DE	IE	TE	
H1	Working Motivation	Job satisfaction	0.038	-0.431	-	-0.431	Significant Negative
H2	Leadership Style	Job satisfaction	0.012	0.688	-	0.688	Significant Positive
H3	Competencies	Job Satisfaction	0.000	1.082	-	1.082	Significant Positive
H4	Work Motivation	Employee Performance	0.032	0.549	-	0.549	Significant Positive
H5	Leadership Style	Employee Performance	0.033	0.559	-	0.559	Significant Positive
H6	Competence	Employee Performance	0.215	0.049	-	0.049	Not significant
H7	Job Satisfaction	Employee Performance	0.000	1.388	-	1.388	Significant Positive
	Independent Variable	Intervening Variables	Dependent Variable	DE	IE	TE	Description
H8	Work Motivation	Job Satisfaction	Employee Performance	0.541	0.497	1.035	Significant Positive
H9	Leadership Style	Job Satisfaction	Employee Performance	0.542	0.589	1.128	Significant Positive
H10	Competence	Job Satisfaction	Employee Performance	0.045	0.055	0.087	Not significant

From the overall model of the hypothesized seven direct and three indirect paths, four direct paths and one indirect direction were not significant.

4.3. Discussion

The reinforcement theory, put forward by Simora et al. (2020), states that a person's motivation is determined by behavior that affects future actions. This behavior is a stimulus to respond according to the consequences of future responses. This theory implies that to improve employee motivation, it is necessary to strengthen action-oriented behavior in order to realize the expected satisfaction in the future. This means that work motivation needs to be maintained for various behavioral motives that can change employee behavior to carry out work activities following the satisfaction to be achieved in the future. Perera & John, (2020) job satisfaction theory states that a person's work motivation depends on job satisfaction in assessing whether work is fun or unpleasant. This theory has implications for improving the importance of applying employee work motivation directed at the orientation of fulfilling job satisfaction based on pleasant or unpleasant job prospects. It becomes a consideration for every employee to choose and carry out their work according to their interests. The similarity of this research with previous research is seen in the type of research used, namely quantitative research, using SEM analysis, and the same observational variables, namely motivation and job satisfaction variables. The difference between this research and previous research is seen from the reference to motivation theory and satisfaction theory, which are used differently in building the indicators, determining the number of different populations and samples; the results of the SEM analysis used are different, the discussion produces additional findings, the conclusions and suggestions given are also different. Specific findings that distinguish this study from previous research, namely the research of Alniaçık et al. (2012), show that work motivation has a positive and significant effect on job satisfaction. In this study, the work motivation variable has a negative and insignificant impact on job satisfaction, so this is the latest in this research among previous studies.

The exchange leader theory or transactional leadership idea was put forward by Malik et al. (2017) that leaders and subordinates exchange interests and common goals according to dependent rewards, management with active exceptions, management with passive exceptions, and laissez-faire to realize the satisfaction of assistants led. The leader always offers subordinates to follow his leadership, and subsidiaries always follow the leader in directing his pleasure. This means that this theory is essential in maintaining the leadership style's positive and significant influence on employee job satisfaction according to the exchange of interests and goals between leaders and subordinates. The theory of leader esteem or leader esteem theory put forward by Simoes & Crespo, (2020) that the existence of leadership and job satisfaction in an organization lies in awarding. Leaders always want to be appreciated by their subordinates, and subordinates always want to get appreciation from their leaders. This means that this theory is relevant in supporting the positive and significant influence of leadership on employee job satisfaction. By awarding leaders and subordinates, they can work well according to leadership that is applied in meeting subordinate satisfaction. In this study, the leadership style variable is based on transactional leadership. The results of the leadership style research have a positive and significant influence on job satisfaction, so this is the latest in this research among previous studies.

Applying this theory becomes essential and relevant for a leader in deciding to improve a person's competence with the skills of carrying out his primary duties and functions to realize job satisfaction because these competencies have a positive and significant influence on employee performance. The most appropriate theory to be applied among the above is the competence window theory from Donald, which can be used to maintain a positive and significant influence of competence on the workforce, with elements of competence consisting of knowledge, skills, experience, and mastery attitudes at work become an element that must be found and obtained in every employee so that competent employees can develop the given tupoksi, so that the expected job satisfaction is met following the desire to get an exciting job, happy with work challenges, be glad to show work performance, appropriate get compensation, and deserve to be promoted to a higher level. The expectancy theory from Vroom that everyone at work always grows motivation that leads to an action that depends on the strength of hope. The move will be followed by a particular outcome and depends on the achievement outcome. This theory has implications that support the importance of applying work motivation following the expectations desired by employees to improve their performance. The expectations that need to be given to employees are actions that motivate them to work diligently, actively, and continuously to obtain maximum work results and achieve the target expectations. McClelland's achievement theory that everyone always classifies their needs according to the demands for achievement (need for achievement), need for power (need for energy), and need for affiliation (need for cooperation). The need for achievement is always oriented to achieving work results and the realization of goals. This theory has implications for supporting the application of employee work motivation to be oriented towards work performance following the achievement of the work achieved. Employees who can show work performance mean that they have been able to offer the achievement of work results as a work assessment expected by employees and the organization where they work.

Leadership theory, or excellent leadership theory that superior leadership lies in a leader who has advanced performance and is always a winner in job competition. This theory is a source of inspiration for every organization to produce and create a superior leadership figure in facing the demands of optimal performance and becoming a winner in job competition. Of course, this is very relevant to the role of a leader in the organization to develop a leadership style following the advantages of a leader in improving the performance of his subordinates. or performance transaction theory was put forward by Gibson (2004) that a leader always makes performance transactions to his associates. The advantages of a leader always provide innovation and challenge to his associates to transact work by making performance an assessment to see the success of leaders and associates at work. This theory inspires an organization always to understand the importance of a leader with the leadership style offered to assistants to improve organizational performance jointly. In this study, the leadership style variable is based on the characteristics of the transactional leadership style. The results of the leadership style research have a positive and significant influence on employee performance, so this is the latest in this research among previous studies.

McClelland's affiliated motivation theory was put forward by Amrutha & Geetha, (2021) that everyone reflects the desire to create, maintain and connect an atmosphere of mysticism and mutually pleasant feelings to realize satisfaction and performance. This implication theory is a theory of affiliation motivation that encourages every employee to create, maintain and maintain harmonious working relationships among fellow employees to increase job satisfaction and improve employee performance. Affiliation motivation is needed to realize employee satisfaction and performance in an organization consisting of many people working together to achieve organizational goals. This theory has implications supporting that an employee's success in increasing happiness and performance results from the cognitive evaluation of the motivation received by employees in carrying out their work. Employees continually rationally evaluate all forms of encouragement to encourage or stimulate employees to increase their satisfaction and performance. In this study, the variable of work motivation has a positive and significant influence on commission, so this is the novelty of this study among previous studies.

Synergy combines competence, satisfaction, and performance. This means that developing an implementation of the main tasks and functions in an organization cannot be separated from the synergy of organizational members who have professional competence in job satisfaction and achieving optimal work results. Organizations that maintain employee synergy will create employees who have high work dedication, namely, competent in their fields and always happy to work to obtain optimal work results. The result appraisal theory states that assessing work results is reflected in the success of competence, satisfaction, and performance. Assessing impacts in an organization lies in the competence of employees to be able to develop their potential by always fulfilling their job satisfaction to produce optimal performance. The more competent a person is, the easier it is to realize job satisfaction and achieve optimal performance. This is an assessment of the work desired by every organization. The most appropriate theory to be applied to the Office of LLDIKTI-IX to improve the indirect effect of competence through positive and insignificant job satisfaction to be significant on performance is the synergy theory as a combination of competence, joy, and performance developed in the implementation of the main tasks and functions in an organization so that every member of the organization has professional competence in job satisfaction and achieving optimal work results. In this study, the competence variable through job satisfaction has a positive and insignificant influence on commission, so this is the novelty of this research among previous studies.

5. Conclusion

Increase employee motivation that is not only oriented to meeting needs but also towards fulfilling achievement motivation and work expectations according to employee job satisfaction—maintaining the leadership style carried by the leadership to be appropriately actualized in directing, mobilizing, and influencing employees to increase job satisfaction. It strengthened employee competencies oriented towards career development to increase employee job satisfaction in dealing with perspective organizational dynamics. Continue to maintain work motivation oriented to improving employee performance. It supports the leadership style to continuously improve employee performance and improve the development of innovative-oriented competencies and the use of technology to improve employee performance and maintain job satisfaction. Always instill work motivation oriented towards fulfilling job satisfaction and improving employee performance—maintaining a leadership style that can realize employee job satisfaction and improve employee performance. Improving competency development is only oriented towards fulfilling work needs by improving competencies based on innovation and technology in increasing happiness and improving performance.

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