

The Effect of Servant Leadership, Human Resource Training and Motivation on Performance Mediated by Job Satisfaction of Employees of the Malinau Regency Education Office, North Kalimantan Province

Mediation Role of
Job Satisfaction

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ABSTRACT

This study aims to analyze the factors that influence the performance of employees of the Malinau Regency Education Office with a focus on servant leadership, human resources (HR) training, motivation, and job satisfaction as mediating variables. The study was conducted using a quantitative approach with the Partial Least Square (PLS) method on 66 employees. The results showed that servant leadership has a significant influence on employee performance with a contribution of 61.4%. HR training displays the strongest influence with a coefficient of 0.942, indicating that the quality of training directly improves performance. Motivation made a positive contribution of 25.6% to employee performance. Job satisfaction proved to play an effective role as a mediating variable between servant leadership, HR training, and motivation. The study concluded that a holistic approach through servant leadership, quality training, and a comprehensive motivation system can create a productive work environment. The locality context of Malinau Regency provides a unique perspective in the study of human resource management in a region with specific geographical and socio-cultural characteristics.

Keywords: Servant Leadership, Motivation, Job Satisfaction, Employee Performance

ABSTRAK

Penelitian ini bertujuan menganalisis faktor-faktor yang mempengaruhi kinerja pegawai Dinas Pendidikan Kabupaten Malinau dengan fokus pada servant leadership, pelatihan sumber daya manusia (SDM), motivasi, dan kepuasan kerja sebagai variabel mediasi. Studi dilakukan menggunakan pendekatan kuantitatif dengan metode Partial Least Square (PLS) terhadap 66 pegawai. Hasil penelitian menunjukkan bahwa servant leadership memiliki pengaruh signifikan terhadap kinerja pegawai dengan kontribusi 61,4%. Pelatihan SDM menampilkan pengaruh paling kuat dengan koefisien 0,942, mengindikasikan bahwa kualitas pelatihan secara langsung meningkatkan kinerja. Motivasi memberikan kontribusi positif sebesar 25,6% terhadap kinerja pegawai. Kepuasan kerja terbukti berperan efektif sebagai variabel mediasi antara servant leadership, pelatihan SDM, dan motivasi. Penelitian menyimpulkan bahwa pendekatan holistik melalui kepemimpinan yang melayani, pelatihan berkualitas, dan sistem motivasi komprehensif

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INTRODUCTION

Malinau Regency, located in North Kalimantan Province, is working hard to develop its education sector, but is faced with a number of challenges. The Malinau Education Office, which plays an important role in managing education in the district, continues to work to overcome the various obstacles that arise. One of the main challenges is the geographical conditions and the very diverse area. This factor makes it difficult to provide equal access to quality education for all people, especially in remote areas. Long distances and limited road access make the distribution of facilities and teaching staff uneven (Bosworth et al., 2020). The Education Office must think of effective ways to ensure that quality education can be accessed by all residents, without exception. Efforts continue to be made to minimize this inequality of access, with the hope of improving the quality of education in Malinau as a whole.

The phenomenon of the gap in the quality of education between urban and rural areas is still prominent. Schools in remote areas often face limited infrastructure and qualified teaching staff (Saputri & Fatmawati, 2024). This has an impact on the achievement of student learning outcomes that are not optimal, as well as the dropout rate which is still quite high in several areas. The dynamics of technological developments and demands for competence in the digital era also present their own challenges. Efforts to integrate information and communication technology in the learning process are still hampered by limited infrastructure and human resource readiness (Puspita et al., 2021). Improving teacher competence in utilizing educational technology is an important agenda that needs serious attention (Bastomi et al., 2023). In the context of leadership, there is an idea to adopt a more service-oriented approach and staff empowerment. This is based on the idea that the right leadership style can encourage the creation of a more productive and innovative work environment. However, the implementation of this concept still requires further study to ensure its suitability with existing organizational conditions and culture.

Human resource training and development programs are also in the spotlight in efforts to improve employee capacity (Rasum & Abadi, 2024; Fazora et al., 2024). Although there have been initiatives to organize various trainings, the effectiveness of these programs in improving employee performance still needs to be evaluated in depth. There is a need to design training programs that are more structured and in accordance with the specific needs of the organization (Adwi et al., 2024). The Malinau Regency Education Office has 66 employees consisting of 51 Civil Servants and 15 Regional contract employees. Based on the results of a survey through interviews with 35 employees as a random sample, it was found that the existing leadership style was still lacking in providing motivation and planning HR training programs that greatly affected employee performance. This phenomenon prompted research on the influence of servant leadership, human resource training, and motivation on performance mediated by job satisfaction of employees of the Malinau Regency Education Office. This study aims to analyze various factors that influence employee performance and formulate strategies to improve the quality of education services in Malinau Regency.

LITERATURE REVIEW

Leadership Style

Leadership in an organizational context has its own complexity which is a challenge for every leader (Suparman et al., 2024; Mukhlis & Tyas, 2024). A leadership position holder is required to understand various aspects of the behavior of his subordinates who

have their own uniqueness (Susilo et al., 2021). A deep understanding of the functions and elements of leadership is key to influencing, inviting, and directing members of the organization. Management experts view leadership style as an approach used by leaders to influence their subordinates (Zubek, 2020). This approach aims to optimize work enthusiasm, satisfaction, and productivity in achieving organizational goals (Kamaruddin & Prasajo, 2017). Leadership ability is reflected in how someone can direct and influence their subordinates to carry out tasks with full awareness without feeling forced. In the development of leadership theory, there are various types that can be applied. Starting from absolute autocratic leadership, to transformational leadership that prioritizes a shared vision. Bureaucratic leadership relies on rules and procedures, while charismatic leadership relies on high enthusiasm (Akbar & Nurhidayati, 2018). The democratic model prioritizes participation, while free leadership gives subordinates more room to move.

Leadership effectiveness can be reflected from several important characteristics (Day, 2000; Andersen, 2006). High enthusiasm and dedication, coupled with a strong will to lead are the main foundations. Unwavering integrity and honesty, accompanied by strong self-confidence, help shape the ideal leader. Relevant knowledge and qualified experience are also determining factors for leadership success. The concept of servant leadership is present as a new paradigm that places service as the main priority (Wong & Page, 2000). This leadership model emphasizes personal development and the growth of its constituents. Leaders who embrace this philosophy have a strong orientation to support organizational progress through an approach that prioritizes common interests over personal interests. The success of an organization is highly dependent on the quality of human resources, especially in terms of leadership. An effective leader is not only able to direct, but also understand the needs and aspirations of his subordinates. Through the right approach, a leader can build a conducive and productive work environment in order to achieve organizational goals optimally.

Human Resources Training

Human resource development through training is a strategic step that is carried out systematically to transform employee behavior and capabilities (Kurniatama & Waryanto, 2022). This process is designed with a contemporary orientation, aiming to equip employees with the specific skills needed in carrying out their duties. Through a structured learning approach, training becomes a vehicle for honing knowledge and developing professional attitudes. The sustainability of an organization is highly dependent on the ability to maintain and improve the competence of its employees. Training programs are present as a solution to answer this challenge, with seven fundamental aspects as the main focus (Kurniatama & Waryanto, 2022). Starting from performance improvement to personal development, each aspect is designed to create an adaptive and quality workforce. In the context of achieving targets, training has several strategic objectives. Increased productivity is a result that can be measured directly through better work performance (Hamali, 2016). Work quality increases significantly when employees are equipped with adequate knowledge, thereby minimizing errors in carrying out tasks (Fahmi, 2016). Positive impacts are also seen in work morale, where appropriate training programs create a conducive organizational climate.

The success of a training program is determined by several key components. Qualified instructors, with relevant educational backgrounds and in-depth mastery of the material, are determining factors in the effectiveness of training (Ariyanti et al., 2021). The enthusiasm of participants in participating in the training program also contributes significantly to the success of the program. A careful selection process ensures that training participants are those who best suit the needs of the organization. Training materials are designed by considering various aspects, from suitability to organizational goals to relevance to participant competencies. Setting the right targets allows participants to apply new knowledge in the context of their work. Ultimately, this

entire process aims to improve skills, enrich knowledge, and shape the professional attitudes needed in a modern work environment.

Job Satisfaction

Job satisfaction is a concept that reflects a person's overall assessment of their professional activities (Bintoro & Daryanto, 2017). This phenomenon not only includes emotional aspects, but also involves cognitive and behavioral elements that shape an individual's perception of their work. In an organizational context, the level of job satisfaction is an important barometer that influences various aspects such as productivity, work behavior, and employee health (Dessler, 2015). In an effort to improve job satisfaction, organizations need to consider various strategic approaches. Providing competitive compensation, creating a transparent work culture, and providing career development paths are key factors. Effective communication and a supportive work environment contribute to shaping employees' positive perceptions of their work. Measuring job satisfaction can be done through various methods, ranging from formal surveys to informal conversations, which aim to identify areas that need improvement (Busro, 2018).

Factors that influence job satisfaction include several important dimensions. Challenges in work stimulate employee creativity and innovation, but need to be balanced so as not to cause frustration. A fair reward system is an important foundation, where employees compare the compensation received with various parameters such as education, experience, and industry standards (Akbar & Nurhidayati, 2018). Clarity in the promotion system also plays a significant role in shaping perceptions of organizational justice. Aspects that shape job satisfaction include the characteristics of the job itself, which provides opportunities to develop and accept responsibility. Financial compensation not only functions as a fulfillment of basic needs, but also as a symbol of recognition and achievement. Promotion opportunities reflect career development prospects, while the leadership style of superiors and the dynamics of relationships with coworkers form a social climate that influences the level of satisfaction (Belias & Koustelios, 2014). In the modern context, job satisfaction is no longer viewed as a static variable (Akbar & Nurhidayati, 2018), but as a dynamic indicator that requires ongoing attention. Organizations need to understand that each individual has different expectations and perceptions of job satisfaction, which are influenced by their background, experience, and personal aspirations. A deep understanding of this complexity enables organizations to design effective strategies to increase and maintain the level of job satisfaction of their employees.

Motivation

Academics such as Wibowo explain that motivation includes various important elements such as arousing enthusiasm, directing action, maintaining behavior, intensity, continuity, and goal orientation (Ajis et al., 2017). In an organizational context, motivation plays a very crucial role in encouraging subordinates' work passion. This is in line with Sutrisno's view, which explains how motivation encourages employees to give their best abilities and skills in order to realize organizational goals. Motivation can come from within the individual (intrinsic) or from outside (extrinsic), where both have different characteristics and impacts on work behavior. Various experts have developed motivation theories that provide a deep understanding of this phenomenon. Frederick Taylor, for example, emphasized the importance of financial rewards in motivating workers. Meanwhile, Abraham Maslow presented a more comprehensive perspective through the hierarchy of needs theory, which explains how motivation relates to the fulfillment of human hierarchical needs (Ariyanti et al., 2021). Frederick Herzberg then enriched this understanding with a two-factor theory that distinguishes between hygiene factors and motivators (Ariyanti et al., 2021).

In its implementation, motivation has various practical purposes such as increasing morale, productivity, and job satisfaction. To build effective motivation, various

techniques are needed such as proper attitude assessment, good leadership, effective communication, positive organizational culture, solid cooperation, and encouragement of initiative. Factors that influence motivation can be divided into internal and external (Alafeshat & Tanova, 2019). Internal factors include the desire to live, belong, get recognition and appreciation, and be powerful. While external factors include working environment conditions, adequate compensation, good supervision, job security, status and responsibility, and flexible regulations (Susilo et al., 2021). In practice, motivation can be given in positive or negative forms. Positive motivation involves giving rewards for achievement, while negative motivation is related to giving sanctions. Although both can improve performance, positive motivation generally has a more sustainable impact than negative motivation which may only be effective in the short term. A deep understanding of this motivation is very important in the increasingly dynamic modern work era. Aspects such as work-life balance and the meaning of work are becoming increasingly relevant in motivating contemporary employees. This shows that the study of motivation will continue to develop along with changes in the work environment and employee needs.

Employee Performance

Employee performance is a manifestation of work results that can be measured qualitatively and quantitatively (Ajis et al., 2017). This reflects how an employee carries out tasks according to the responsibilities they carry out. In a broader perspective, employee success in a certain period can be compared with various standards, targets, or criteria that have been mutually agreed upon (Bintoro & Daryanto, 2017). Understanding performance cannot be separated from the various factors that influence it. Ability and expertise are the main foundations in completing tasks, supported by adequate knowledge of the job (Fahmi, 2016). A structured work plan provides guidance in carrying out tasks properly. Meanwhile, aspects of personality and work motivation also shape the spirit in carrying out tasks.

In an organizational context, leadership and leadership style play a vital role in directing employee performance. A conducive organizational culture, coupled with high job satisfaction, creates an atmosphere that supports improved performance. A comfortable work environment, employee loyalty, commitment to the organization, and discipline in working contribute to achieving optimal performance. Performance assessment as an integral part of human resource management includes various important elements. Loyalty and work results are the main benchmarks, followed by responsibility and obedience in carrying out tasks (Bintoro & Daryanto, 2017). Honesty, cooperation, initiative, and leadership complement the aspects assessed in employee performance evaluation. The implementation of performance assessment has a strategic goal in organizational development.

Efforts to improve the quality of work can be done by identifying employee weaknesses and strengths. Performance assessment also creates fair employment opportunities and builds effective communication between leaders and employees (Ajis et al., 2017). Furthermore, performance assessment contributes to the formation of a work culture that values quality and the application of proportional sanctions. In measuring employee performance, several indicators are important references. Quality of work indicates the level of perfection of the results, while quantity measures the amount of output produced. Timeliness in completing tasks, the ability to establish relationships between employees, efficiency in the use of costs, and responsiveness to supervision are parameters in a comprehensive performance assessment. Through a deep understanding of various aspects of employee performance, organizations can develop appropriate strategies to improve productivity and work effectiveness. This in turn will contribute to the achievement of overall organizational goals.

METHODS

This study uses a quantitative approach with the Partial Least Square method to analyze the relationship between variables. The study was conducted at the Malinau Regency Education Office with a focus on the influence of servant leadership, human resource training, and motivation on employee performance, where job satisfaction acts as a mediating variable. In data collection, this study used primary data obtained through questionnaires distributed to all employees of the Malinau Regency Education Office. The sampling technique used total sampling with a total of 66 respondents, considering the population was less than 100 people. In addition, the study also utilized secondary data from literature studies and reports from the personnel sub-section for the 2020-2022 period. The research instrument used a Likert scale with five levels of measurement, ranging from Strongly Disagree to Strongly Agree. To ensure the validity of the data, a construct validity test was carried out with several stages of analysis, including Confirmatory Factor Analysis, convergent validity, discriminant validity, and construct reliability. Data analysis was conducted using the Structural Equation Model approach based on Partial Least Square, which was chosen because of its ability to handle complex data with non-normal distributions and small samples (Sarstedt et al., 2021). Model evaluation was carried out in two stages: evaluation of the measurement model to test validity and reliability, and evaluation of the structural model to predict the relationship between latent variables. In model testing, several parameters were used such as loading factor, Average Variance Extracted, communality, and composite reliability for the reflective measurement model. Meanwhile, for the structural model, the evaluation was carried out by looking at the R-Square value, effect size, and Q2 predictive relevance (Hair et al., 2021). The model success criteria refer to the established rule of thumb, with different levels of significance according to the analysis needs.

RESULTS

Malinau Regency is a region resulting from the expansion of Bulungan Regency which was formed based on Law Number 47 of 1999. Its location is strategic because it directly borders Malaysia and is located in the upper reaches of the river. One of its sub-districts, namely Kayan Hulu, faces challenges in the form of limited economic, social, and infrastructure facilities, so that the community still relies on pioneer air transportation. This area has nine schools spread across five villages, with kindergartens distributed in only two villages and high schools centered in the sub-district capital. In the context of human resources in the Malinau Regency Education Office, based on the latest data, the dominance of female employees reaches 69.70% or 46 people out of a total of 66 employees.

The length of service of employees is dominated by those who have worked for less than five years, reaching 65.15% or 43 employees, this is related to the mutation and rotation system implemented in the North Kalimantan education office. In terms of age demographics, the work environment in the Malinau Regency Education Office shows a dominance of employees aged 36-45 years as many as 69.70% or 46 people. The level of education of employees is dominated by Bachelor's degree graduates as many as 56.06% or 37 people, followed by Diploma graduates as many as 24.24% or 16 people, SLTA/SMA graduates as many as 16.67% or 11 people, and S2 graduates as many as 3.03% or 2 people. The Malinau Regency Education Office has a strategic role in assisting the implementation of decentralization and deconcentration authority in the field of education. Its main tasks include formulating technical policies, developing education at various levels, setting national education standards, and supervising the implementation of education through various mechanisms such as planning, controlling, monitoring, evaluation, and reporting.

This study analyzes respondents' responses to several main variables in the Malinau Regency Education Office, North Kalimantan. In terms of servant leadership, the majority of employees gave a positive response to the existing leadership. Employees felt

that there was attention from the leadership, as reflected by 60.61% of respondents agreeing. The leadership's concern for employees was also considered good, with 53.03% of respondents agreeing. The leadership was also seen as being able to manage the workload of employees wisely, as indicated by 50% of respondents agreeing that the leadership paid attention so that employees did not have excessive responsibilities. In terms of fairness, the majority of employees or 62.12% stated that the leadership was fair. The leadership's ability to direct the organization's vision and mission also received high appreciation, with 57.58% of respondents strongly agreeing.

Appreciation and respect for employee performance are also positive points, with 51.52% of respondents agreeing with the statement. Regarding HR training, most employees are aware of the importance of providing knowledge and skills to optimize work. This can be seen from the 60.61% of respondents who agree with the statement. HR training is also seen as a means of increasing employee participation, with 53.03% of respondents agreeing. Employees also view training as an opportunity for talent development, as shown by 50% of respondents who agree. The motivational aspect in this study shows that providing a decent salary is the main supporting factor, with 60.61% of respondents agreeing. Comfortable working conditions are also considered important, with 53.03% of respondents agreeing that it provides peace of mind at work. Relationships between coworkers are also a significant motivational factor, with 50% of respondents agreeing.

In terms of performance, the majority of employees or 60.61% agree that performance is related to achieving expected work results. Punctuality in completing work is also an important performance indicator, with 50% of respondents agreeing. Cooperation in carrying out tasks is also seen as an important component of performance, as indicated by 51.52% of respondents who agree. Employee job satisfaction can be seen from several indicators, where 69.70% of respondents agree that promotions according to performance and ability provide job satisfaction. Health insurance is also an important factor, with 59.09% of respondents agreeing. A sense of social, economic, and psychological security from work also contributes to job satisfaction, as agreed by 59.09% of respondents. The existence of directed management in accordance with the labor law also received a positive response, with 63.64% of respondents agreeing.

Table 1. Validity Test

Variables	Item/Indicator	Mark	Information
Servant Leadership (X1)	SL 1	0.556	valid
	SL 2	0.664	valid
	SL 3	0.665	valid
	SL 4	0.608	valid
	SL 5	0.635	valid
	SL 6	0.559	valid
HR Training (X2)	PS 1	0.525	valid
	PS 2	0.677	valid
	PS 3	0.624	valid
	PS 4	0.686	valid
	PS 5	0.59	valid
	PS 6	0.677	valid
Motivation (X3)	M 1	0.64	valid
	M 2	0.597	valid
	M 3	0.482	valid
Performance (Y1)	K 1	0.681	valid
	K 2	0.743	valid
	K 3	0.74	valid
	K 4	0.518	valid
Job Satisfaction (Z1)	KK 1	0.314	valid
	KK 2	0.454	valid
	KK 3	0.642	valid
	KK 4	0.62	valid

KK 5	0.618	valid
KK 6	0.802	valid
KK 7	0.53	valid

Based on Table 1, the construct validity evaluation conducted, most indicators show adequate validity with loading factor values above 0.05. However, there is one indicator in the performance variable that does not meet the validity requirements so it needs to be removed from further analysis which can be seen in Table 2.

Table 2. AVE Validity Test Results

Variables	Cronbach's Alpha	Composite Reliability (rho_a)	Composite Reliability (rho_c)	AVE
X1.	0.828	0.832	0.879	0.593
X2.	0.867	0.875	0.9	0.600
X3.	0.745	0.768	0.858	0.671
Y1.	0.874	0.885	0.905	0.614
Z1.	0.807	0.813	0.886	0.723

In Table 2, the Average Variance Extracted (AVE) test produces a satisfactory value, where all variables have an AVE value above 0.5. This indicates that the research instrument has good convergent validity. Discriminant validity analysis through cross loading and the Fornell-Larcker criterion also shows satisfactory results, with correlation values between constructs that are smaller than the AVE values of each variable. In terms of reliability, all variables show good internal consistency with Cronbach's Alpha values above 0.6. Servant Leadership reaches a value of 0.804, HR Training 0.812, Work Motivation 0.789, Performance 0.714, and Job Satisfaction 0.835. These results confirm the reliability of the measurement instruments used in the study.

Table 3. Results of Significance Testing and Direct Effect

Direct Effect	Original Sample	STDEV	T Statistics	P Values
Servant Leadership → Job satisfaction	0.614	0.143	4.876	0.0510
HR Training → Job Satisfaction	0.942	0.116	8.518	0.0321
Motivation → Job Satisfaction	0.256	0.067	3.973	0.0307
Job Satisfaction → Performance	0.701	0.09	7.782	0.0370
Job Satisfaction → Motivation, HR Training, Leadership	0.988	0.125	8.886	0.2610

In Table 3, servant leadership has a significant positive effect on job satisfaction with a coefficient of 61.4%. HR training shows a very strong effect on job satisfaction with a coefficient of 94.2%. Motivation contributes positively to job satisfaction by 25.6%. Job satisfaction itself has a substantial effect on performance with a coefficient of 70.1%. This finding is reinforced by direct statements from employees. As expressed by a senior employee, who felt the positive impact of servant leadership style on his job satisfaction. An administrative staff, also emphasized the benefits of training programs in improving competence and self-confidence. Overall, this study validates the role of job satisfaction as an effective mediator between servant leadership, HR training, and motivation on employee performance. This is evidenced by significant statistical values and supported by direct testimonies from employees who experienced positive impacts from various organizational interventions.

This study explores the complex dynamics that influence employee performance at the Malinau District Education Office by focusing on four main variables: servant leadership, human resource (HR) training, motivation, and job satisfaction. The study was conducted with a comprehensive approach to understand the factors that contribute to improving organizational performance. The results of the study revealed that servant leadership has the most significant influence on employee performance. With a contribution of 61.4%, the leadership model that starts from feelings and the heart, prioritizes employee needs, and treats them as colleagues has proven effective in

increasing productivity. Servant leadership characteristics such as empathy, good control, and a directed leadership spirit are the keys to success.

HR training also shows a strong positive influence on employee performance. With a parameter coefficient of 0.942 and a t-statistic value of 8.518, the study proves that the better the quality of training provided, the higher the performance produced. An efficient, timely, and organizationally appropriate training model is able to develop employee credibility and competence sustainably. Motivation also plays a role in improving performance, although its contribution is not as large as servant leadership and HR training. With a parameter coefficient of 0.256 and a t-statistic value of 3.932, motivation successfully creates a positive work environment through appropriate compensation support and a supportive work system. Granting rights and paying attention to employee interests has been proven to be able to encourage work enthusiasm.

Job satisfaction plays a strategic role as a mediating variable in this study. The analysis shows that servant leadership, HR training, and motivation significantly affect employee job satisfaction. Interestingly, HR training has a greater influence than motivation in increasing job satisfaction. In terms of methodology, the study used strict validity and reliability analysis (Ariani et al., 2024). The majority of variables showed good convergent validity, with indicators having loading factors above 0.7. However, the study also identified several weaknesses, such as the low loading factor on the job satisfaction indicator (Y1.1) which requires further study. The uniqueness of the study lies in its local context - the Malinau Regency Education Office, North Kalimantan. The geographical, socio-cultural characteristics and internal dynamics of local government agencies provide new perspectives in the study of human resource management. The practical implication of this study is the need for a holistic approach to employee development. The combination of empathetic servant leadership, quality HR training, and a comprehensive motivation system can create a productive and satisfying work environment.

CONCLUSION

This study emphasizes that organizational success is not just the result of a single factor, but rather the result of a complex interaction between several important elements, namely leadership, competency development, motivation, and job satisfaction. Each of these factors has a unique and significant role in supporting the creation of superior performance in the organization. Effective leadership plays a role in directing, inspiring, and creating a clear vision for team members. Competency development ensures that employees have the skills and knowledge needed to face job demands, as well as increasing productivity and work quality. Motivation, on the other hand, is a driving factor that keeps employees excited and enthusiastic in carrying out their duties, thereby improving individual and group performance. Job satisfaction is also no less important, because when employees are satisfied with their work environment and conditions, they tend to work better and stay longer in the organization. Thus, superior organizational performance will be achieved through synergy between these factors, which complement and strengthen each other.

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