

## The Influence of *Servant Leadership* and Organizational Climate on Employee Performance with Job Satisfaction as Intervening Variables (Study at the Faculty of Cultural Sciences, Udayana University)



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**ABSTRACT:** This research aims to determine the influence of *Servant Leadership*, Organizational Climate on Employee Performance with Job Satisfaction as an Intervening Variable. The theory used is *Goal Setting Theory* which was put forward by Locke as the main theory. Faculty of Cultural Sciences, Udayana University as research location. This is possible because of the existence of *Servant Leadership*, an organizational climate that adapts to the situation of the organization/agency, with job satisfaction as a variable that strengthens employee performance. Good employee performance will ultimately lead to employee loyalty towards the Faculty of Cultural Sciences, Udayana University. Data were analyzed using PLS. *Servant leadership* has no effect on employee performance. Organizational climate has a positive and significant influence on employee performance. *Servant leadership* has no effect on job satisfaction. Organizational climate has a positive and significant effect on job satisfaction. Job satisfaction has a positive and significant effect on employee performance. *Servant leadership* has no effect on employee performance with job satisfaction as a moderating variable. *Servant leadership* has a positive effect on employee performance with job satisfaction as a moderating variable cannot be proven. Organizational climate has a positive effect on employee performance with job satisfaction as a moderating variable. The mediating effect of the job satisfaction variable on the indirect influence of organizational climate on employee performance is *partially mediated*.

### INTRODUCTION

An agency or company is a system and must develop, as do its employees in order to achieve company goals. In every organization, humans are the main driving factor in achieving the goals that have been set. Therefore, without the support of human resources who can work well, it will be difficult for the company to achieve the facilities that have been determined. With the *Servant Leadership leadership style*, a good organizational climate, and satisfaction as mediation, employee performance will increase so that predetermined goals can be achieved.

Neuschell (2008:107) defines *Servant Leadership* as leadership that originates from sincere feelings that arise from the heart that desires to serve. *Servant Leadership (Servant Leadership)*. *Servant leadership* is a leadership model that prioritizes service to other parties, both company employees (members), customers and the surrounding community.

According to Tagiuri and Litwin (in, Wirawan 2015) Organizational Climate is the quality of an organization's internal environment which is relatively ongoing, experienced by members of the organization, influences their behavior and can be described in terms of a set of characteristics or traits of the organization. This organizational climate which is felt to be unpleasant makes employees feel that their work environment does not create an atmosphere that enables them to achieve their activities well, so it does not provide energy or power for them to show optimal performance.

Job satisfaction reflects a person's feelings towards their work, this can be seen in the employee's positive attitude towards work and everything they encounter in their work environment. According to Robbins (2013:312) states that: Job satisfaction is a general attitude towards a person's work, the difference between how much reward a worker receives and how much they believe they should receive.

# The Influence of Servant Leadership and Organizational Climate on Employee Performance with Job Satisfaction as Intervening Variables (Study at the Faculty of Cultural Sciences, Udayana University)

So, in general, job satisfaction can be interpreted as the pleasant or unpleasant things that employees view their work as. So it can be concluded that Job Satisfaction is a person's feelings or attitude towards the work they do, which can be influenced by various factors, both internal and external factors.

Performance is an important thing that must be achieved by every agency and allocates its employees, therefore the performance of employees has a very important influence on the ongoing activities of the agency and influences the process of achieving agency goals. Employees are one of the most important production factors in an agency, without them how difficult it would be for an agency to achieve its goals, they are the ones who determine the progress and decline of an agency, by having skilled workers with high motivation the agency already has very expensive assets, because basically Humans are the subject and object of development which is a very important factor, especially improving the quality of human resources is a top priority.

Based on the phenomenon and research gap, researchers are interested in examining the influence of *Servant Leadership* and Organizational Climate On Employee Performance with Job Satisfaction as an Intervening Variable (Study at the Faculty of Cultural Sciences, Udayana University).

## LITERATURE REVIEW

This research uses *Goal Setting Theory* put forward by Locke as the main theory ( *grand theory* ). *Goal Setting Theory* is a form of motivation theory. *Goal Setting Theory* emphasizes the importance of the relationship between the goals set and the resulting performance (Pramesti, 2021:97). The basic concept is that someone is able to understand the goals expected by the organization, then this understanding will influence their work behavior.

According to (Afandi, 2018: 191), management is defined as a process of cooperation between employees to achieve organizational goals in accordance with the implementation of the functions of planning, organizing, personnel, directing, leadership and supervision. This process can determine the achievement of predetermined targets by utilizing human resources and other resources to achieve more effective and efficient results. *Goal Setting Theory* suggests that an individual is committed to a goal.

If an individual has a commitment to achieving his goals, then this commitment will influence his actions and influence the consequences of his performance. Achievement of the targets (goals) set can be seen as the goal/level of performance that the individual wishes to achieve. Overall, intention in relation to the goals set, is a strong motivation in realizing performance. Individuals must have skills, have goals and receive feedback to assess their performance. Achievement of the targets (goals) set can be seen as the goal or level of performance that the individual wishes to achieve. Every organization that has set targets ( *goals* ) which are formulated into a budget plan makes it easier to achieve its performance targets in accordance with the vision and mission of the organization itself.

*Goal Setting Theory* approach , the success of an organization in achieving a good level of performance is the goal to be achieved, while the *servant leadership variable* , organizational climate and job satisfaction as a determining factor. The higher the determining factor, the higher the possibility of achieving the goal, namely performance (Pratama, 2020).

## HYPOTHESIS

- H<sub>1</sub>: *Servant Leadership* has a positive effect on Employee Performance at the Faculty of Cultural Sciences, Udayana University.
- H<sub>2</sub>: Organizational climate has a positive effect on employee performance at the Faculty of Cultural Sciences, Udayana University
- H<sub>3</sub>: *Servant Leadership* has a positive effect on employee job satisfaction at the Faculty of Cultural Sciences, Udayana University
- H<sub>4</sub>: Organizational climate has a positive effect on employee job satisfaction at the Faculty of Cultural Sciences, Udayana University.
- H<sub>5</sub>: Job satisfaction has a positive effect on employee performance at the Faculty of Cultural Sciences, Udayana University
- H<sub>6</sub>: *Servant Leadership* has a positive effect on employee performance with job satisfaction as mediation at the Faculty of Cultural Sciences, Udayana University.
- H<sub>7</sub>: Organizational climate has a positive effect on employee performance with job satisfaction as a moderating variable at the Faculty of Cultural Sciences, Udayana University.

## RESEARCH METHODS

Research sites This research was conducted at the Faculty of Cultural Sciences, Udayana University and the research period began in the third week of November 2022. The scope of the research is to examine the influence of *Servant Leadership* , Organizational Climate on Employee Performance with Job Satisfaction as an Intervening Variable.

# The Influence of Servant Leadership and Organizational Climate on Employee Performance with Job Satisfaction as Intervening Variables (Study at the Faculty of Cultural Sciences, Udayana University)

total population in this research is all permanent employees at the Faculty of Cultural Sciences, Udayana University, totaling 54 people. Based on data obtained from the Faculty of Cultural Sciences , Udayana University , the number was 54 people, less than 100, so all were taken, so this research is a population research. So the sampling method is the census method or saturated sample.

*Partial Least Square SEM* data analysis is an analysis used to develop or predict an existing theory. PLS SEM is an alternative to using SEM analysis where the data is not normally distributed: therefore SEM-PLS is known as a soft modeling technique with less stringent requirements than those in SEM, for example in terms of measurement scale, sample size and residual distribution ( Sarwono & Narimawati, 2015).

## RESULTS AND DISCUSSION

### Hypothesis Testing Results

Hypothesis testing is carried out with a *t-test* on each path of partial direct influence and indirect influence through mediating variables. Regarding this test, hypothesis testing can be divided into direct submission and indirect influence testing or mediating variable testing. In the following section, the results of direct influence testing and mediating variable testing are described respectively. The results of the *Path* coefficient validation test on each path for direct and indirect effects can be presented in Table 1 .

**Table 1 Hypothesis Test Results**

No.	Relationship between Variables	Path Coefficient (Bootstrapping)	T- Statistics	P Values	Ket
1	X1. <i>Servant Leadership</i> -> Y. Employee Performance	-0.193	0.879	0.380	rejected
2	X2. Organizational Climate -> Y. Employee Performance	0.552	3,372	0.001	accepted
3	X1. <i>Servant Leadership</i> -> Z. Job Satisfaction	0.106	0.811	0.418	rejected
4	X2. Organizational Climate -> Z. Job Satisfaction	0.565	4,468	0,000	accepted
5	Z. Job Satisfaction -> Y. Employee Performance	0.337	2,798	0.005	accepted

Source: Processed data, 2024

Table 1 results of hypothesis testing are presented in the following description:

- 1) The hypothesis which states that ***servant leadership* has a positive effect on employee performance (H<sub>1</sub>)** cannot be proven. This is shown by several statistical indicators obtained from path analysis as follows:
  - The resulting path coefficient value is -0.193. This negative value indicates that there is a negative influence of *servant leadership* on employee performance, contrary to the hypothesis which states that there is a positive influence.
  - The T-Statistic value obtained was 0.879. This value is smaller than the critical limit of 1.96, which indicates that the effect of *servant leadership* on employee performance is not statistically significant.
  - The resulting P-Value is 0.380. This value is greater than 0.05, which means the observed effect is not statistically significant at the 5% significance level

Based on these values, it can be concluded that hypothesis 1 (H<sub>1</sub>) which states that *servant leadership* has a positive effect on employee performance cannot be proven. Thus, in the context of this research, *servant leadership* is not proven to have a significant and positive influence on employee performance.

- 2) The hypothesis which states that organizational climate has a positive effect on employee performance (H<sub>2</sub>) can be proven. This is shown by several statistical indicators obtained from path analysis as follows
  - The resulting path coefficient value is **0.552** . This positive value indicates that there is a strong positive influence of organizational climate on employee performance, in accordance with the proposed hypothesis.
  - The T-Statistic value obtained is **3.372** . This value is greater than the critical limit of 1.96, which indicates that the influence of organizational climate on employee performance is statistically significant.
  - The resulting P-Value is **0.001**. This value is smaller than 0.05, which means the observed effect is statistically significant at the 5% significance level.

Based on these values, it can be concluded that hypothesis 2 (H<sub>2</sub>) states that **organizational climate has a positive effect on employee performance provable** . Thus, in the context of this research, organizational climate is proven to have a significant and positive influence on employee performance.

## The Influence of Servant Leadership and Organizational Climate on Employee Performance with Job Satisfaction as Intervening Variables (Study at the Faculty of Cultural Sciences, Udayana University)

3) The hypothesis which states that *servant leadership has a positive effect on job satisfaction (H<sub>3</sub>)* cannot be proven. This is shown by several statistical indicators obtained from path analysis as follows:

- The resulting path coefficient value is **0.106** . Although this value is positive, indicating the direction of influence is in accordance with the hypothesis, the influence is very weak.
- The T- *Statistic value* obtained is **0.811** . This value is smaller than the critical limit of 1.96, which indicates that the effect of *servant leadership* on job satisfaction is not statistically significant.
- The resulting P- *Value is* **0.418** . This value is greater than 0.05, which means the observed effect is not statistically significant at the 5% significance level.

Based on these values, it can be concluded that hypothesis 3 (H<sub>3</sub>) states that *servant leadership has a positive effect on job satisfaction cannot be proven* . Thus, in the context of this research, *servant leadership* is not proven to have a significant and positive influence on job satisfaction.

4) The hypothesis which states that *organizational climate has a positive effect on job satisfaction (H<sub>4</sub>)* can be proven. This is shown by several statistical indicators obtained from path analysis as follows:

- The resulting path coefficient value is **0.565** . This positive value indicates that there is a strong positive influence of organizational climate on job satisfaction, in accordance with the proposed hypothesis.
- The T- *Statistic value* obtained is **4.468** . This value is greater than the critical limit of 1.96, which indicates that the influence of organizational climate on job satisfaction is statistically significant.
- The resulting P- *Values are* **0.000** . This value is smaller than 0.05, which means the observed effect is statistically significant at the 5% significance level.

Based on these values, it can be concluded that hypothesis 4 (H<sub>4</sub>) states that *organizational climate has a positive effect on job satisfaction provable* . Thus, in the context of this research, organizational climate is proven to have a significant and positive influence on job satisfaction.

5) The hypothesis which states that *job satisfaction has a positive effect on employee performance (H<sub>5</sub>)* can be proven. This is shown by several statistical indicators obtained from path analysis as follows:

- The resulting path coefficient value is **0.337** . This positive value indicates that there is a positive influence of job satisfaction on employee performance, in accordance with the proposed hypothesis.
- The T- *Statistic value* obtained is **2.798** . This value is greater than the critical limit of 1.96, which indicates that the effect of job satisfaction on employee performance is statistically significant.
- The resulting P- *Value is* **0.005** . This value is smaller than 0.05, which means the observed effect is statistically significant at the 5% significance level.

Based on these values, it can be concluded that hypothesis 5 (H<sub>5</sub>) states that *job satisfaction has a positive effect on employee performance provable* . Thus, in the context of this research, job satisfaction is proven to have a significant and positive influence on employee performance.

### Indirect Test Results Through Mediating Variables

In the following examination of the mediation model , the intervention variable mediating the organizational justice variable will be examined whether it is proven to mediate, whether it is proven to mediate fully ( *fully mediated* ) or partially ( *partially mediated* ) or not as a mediating variable . Examination of the mediation model in this study is presented in Table 2.

**Table 2 Recapitulation Results Testing Variable Mediation**

No.	Mediation Variables	(a)	(b)	(c)	(d)	Ket
1	X1. <i>Servant Leadership</i> -> Z. Job Satisfaction -> Y. Employee Performance	-0.193 (N. Sig)	0.244 (N. Sig)	0.106 (N. Sig)	0.337 (Sig)	mediation is not proven
2	X2. Organizational Climate -> Z. Job Satisfaction -> Y. Employee Performance	0.552 (Sig)	0.687 (Sig)	0.565 (Sig)	0.337 (Sig)	<i>partially mediated</i>

Source: Appendix 6

Information : Significant (Sig) = T statistics > 1.96 on  $\alpha = 5\%$ , Not Significant (N. Sig) = T statistics < 1.96 on  $\alpha = 5\%$

Information that can be obtained from Table 5.13 above can be submitted at description as follows:

1. The hypothesis which states that *servant leadership* positive effect on employee performance with job satisfaction as

## The Influence of Servant Leadership and Organizational Climate on Employee Performance with Job Satisfaction as Intervening Variables (Study at the Faculty of Cultural Sciences, Udayana University)

mediation ( $H_6$ ) cannot be proven. This is shown by several indicators examining the C effect, namely the influence of *the servant leadership* variable on the job satisfaction variable, the resulting path coefficient value is 0.106. Even though this value is positive, the resulting P- Value is 0.418. This value is greater than 0.05, which means the observed effect is not statistically significant at the 5% significance level. Based on these values, it can be concluded that hypothesis 6 ( $H_6$ ) states that *servant leadership* positive effect on employee performance with job satisfaction as mediation cannot be proven. Thus, in the context of this research, job satisfaction is not proven to have an indirect influence on *employee leadership* on employee performance.

2. The hypothesis which states that organizational climate has a positive effect on employee performance with job satisfaction as mediation ( $H_7$ ) can be proven. This is demonstrated by several indicators for examining the mediation model as follows:
- Effect C is the influence of organizational climate variables on job satisfaction variables. The resulting path coefficient value is 0.565 with the resulting P- Values being 0.000. This value is smaller than 0.05, which means the observed effect is statistically significant at the 5% significance level.
  - Effect D is the influence of the job satisfaction variable on employee performance variables. The resulting path coefficient value is 0.337 with the resulting P- Values being 0.005. This value is smaller than 0.05, which means the observed effect is statistically significant at the 5% significance level.
  - Effect A is the influence of organizational climate variables on employee performance variables in the research model. The resulting path coefficient value is 0.552 with the resulting P- Values being 0.001. This value is smaller than 0.05, which means the observed effect is statistically significant at the 5% significance level.
  - Effect B is the influence of organizational climate variables on employee performance variables in the model without involving mediating variables. The resulting path coefficient value is 0.687 with the resulting P- Values being 0.000. This value is smaller than 0.05, which means the observed effect is statistically significant at the 5% significance level.

Based on the effect values c, d, and a being significant and the effect path coefficient a not being the same as the effect path coefficient b, it can be concluded that hypothesis 7 ( $H_7$ ) which states that organizational climate has a positive effect on employee performance with job satisfaction as mediation can be proven. Thus, in the context of this research, job satisfaction is not proven to have an indirect influence on *employee leadership* on employee performance. Other information that can be conveyed is that the mediating effect of the job satisfaction variable on the indirect influence of organizational climate on employee performance is *partially mediated*.

### DISCUSSION

Based on the results of the PLS analysis, in this section the results of the calculations that have been carried out will be discussed. This research aims to determine the determinants of *servant leadership* and organizational climate on employee performance through job satisfaction as an intervening variable for studies on employees of the Faculty of Cultural Sciences, Udayana University. Testing is shown through existing hypotheses so that you can find out how each variable influences the other variables.

#### The Influence of Servant Leadership On Employee Performance

The results of hypothesis testing show that *servant leadership* has a negative effect on employee performance. These results mean that *servant leadership* can reduce employee performance Faculty of Cultural Sciences, Udayana University. However, the results of this test are not significant, this means that *servant leadership* has no influence on employee performance. The results of this hypothesis test support various concepts and empirical findings that have previously existed which explain that *servant leadership* is not influence employee performance.

*Servant Leadership* is a process of reciprocal relationship between the leader and those led, where the leader first serves the needs of his subordinates, which ultimately causes him to be recognized and accepted as a leader (WIM Poli, 2011: 258). This definition emphasizes the importance of service and reciprocity. *Servant leadership* emphasizes service and employee welfare, this may not be directly related to improving employee performance in the short term. Employees may feel valued and supported by their leaders, but this does not necessarily mean they will improve their performance immediately. In the context of *Goal Setting Theory*, specific goals and clear challenges may be more effective in improving employee performance compared to a more supportive and servant approach.

The leadership of the Faculty of Cultural Sciences, Udayana University, tries to provide suggestions to its subordinates to support agency projects. It can be seen from the respondents' answers that the perceptions of employees at the Faculty of Cultural Sciences, Udayana University are visible regarding the empowerment shown by the leader received a very good response, this means that the empowerment of a leader is felt by employees. Leaders often make suggestions to their subordinates to support agency projects to ensure the smooth running of agency projects. The leaders of the Faculty of Cultural Sciences at Udayana

## **The Influence of Servant Leadership and Organizational Climate on Employee Performance with Job Satisfaction as Intervening Variables (Study at the Faculty of Cultural Sciences, Udayana University)**

University are always busy with their responsibilities so that some employees do not feel served, this causes the quality of employee performance to be low.

The results of this research support research conducted by Apyanti, et al. (2021) and Agatha & Go (2021) which prove that *servant leadership* has no effect on employee performance.

### **The Influence of Organizational Climate on Employee Performance**

The results of hypothesis testing show that organizational climate has a positive effect on employee performance. These results mean that organizational climate can improve employee performance Faculty of Cultural Sciences, Udayana University. The results of this hypothesis test support various previously existing concepts and empirical findings that explain organizational climate has a positive effect on employee performance .

In the context of *Goal Setting Theory* , a positive organizational climate can provide a supportive environment for employees to achieve their goals. A good organizational climate creates a conducive work atmosphere, where employees feel motivated and supported to achieve the desired results. When employees feel support from their work environment, they tend to be more motivated to work better and achieve higher performance.

Litwin and Stringer in Fahmi Alaydroes (2010:19) state that a positive organizational climate influences individual motivation and behavior in the organization. High motivation and positive behavior from employees is very important in achieving optimal performance. Luthans in Simamora (2011:34) also states that organizational climate influences HR practices and policies accepted by organizational members. Practices and policies that support employee development and well-being will have a positive impact on their performance.

Employees at the Faculty of Cultural Sciences, Udayana University are very responsible in completing their duties and responsibilities . It can be seen from the respondents' answers that the perceptions of employees at the Faculty of Cultural Sciences, Udayana University are visible regarding responsibility which received a very good response, this means that the sense of responsibility of all employees of the Faculty of Cultural Sciences, Udayana University is very good in completing their duties and responsibilities . This can also be seen from the respondents' answers, which can be seen from employee perceptions regarding employee performance regarding the responsibility for obtaining a good response.

The results of this research support research conducted by Santika, et al (2023) and Bahrumisyah (2023) which proves that organizational climate has a positive effect on employee performance.

### **The Influence of Servant Leadership on Job Satisfaction**

The results of hypothesis testing show that *servant leadership* has a positive effect on job satisfaction. These results mean that *servant leadership* can increase employee job satisfaction Faculty of Cultural Sciences, Udayana University . However, the results of this test are not significant, this means that *servant leadership* has no influence on job satisfaction. The results of this hypothesis test support various concepts and empirical findings that have previously existed which explain that *servant leadership* is not influence on job satisfaction.

In the context of *Goal Setting Theory* , although *servant leadership* emphasizes employee service and welfare, this may not be directly related to increasing job satisfaction in the short term. Employees may feel valued and supported by their leaders, but this doesn't necessarily mean they will feel more satisfied with their jobs right away. In some cases, job satisfaction is more influenced by other factors such as rewards, working conditions, and relationships with coworkers.

*Servant Leadership* is a management style where leading and serving are in harmony, with strong interaction with the environment (Trompenaars & Voerman, 2010:3). However, if employee expectations and needs are not aligned with the leader's actions, or if there are other external factors that are more dominant in influencing job satisfaction, the *servant influence leadership* may become insignificant. For example, although leaders strive to support employees, job satisfaction may be further influenced by organizational policies, career development opportunities, and the overall work environment. Apart from that, inconsistent or less effective implementation of *servant leadership could also be the reason why there is no significant effect on job satisfaction*. Leaders who are unable to consistently apply *servant leadership* principles may not see a positive impact on job satisfaction.

The leadership of the Faculty of Cultural Sciences, Udayana University, tries to provide suggestions to its subordinates to support agency projects. It can be seen from the respondents' answers that the perceptions of employees at the Faculty of Cultural Sciences, Udayana University are visible regarding the empowerment shown by the leader received a very good response, this means that the empowerment of a leader is felt by employees. Leaders often make suggestions to their subordinates to support agency projects to ensure the smooth running of agency projects. The leaders of the Faculty of Cultural Sciences, Udayana

## **The Influence of Servant Leadership and Organizational Climate on Employee Performance with Job Satisfaction as Intervening Variables (Study at the Faculty of Cultural Sciences, Udayana University)**

University are always busy with their responsibilities so that some employees do not feel served, this causes the leaders to be less aware of the performance of each of their employees which causes the distribution of incentives to be less than proportional .

The results of this research support research conducted by Farida, et al (2020), Octaviani (2022) and Nugroho, et al (2024) which proves that *servant leadership* has no effect on job satisfaction .

### **The Influence of Organizational Climate on Job Satisfaction**

The results of hypothesis testing show that organizational climate has a positive effect on job satisfaction. These results mean that organizational climate can increase employee job satisfaction Faculty of Cultural Sciences, Udayana University. The results of this hypothesis test support various previously existing concepts and empirical findings that explain organizational climate positive effect on job satisfaction.

In the context of *Goal Setting Theory* , a positive organizational climate can provide a supportive environment for employees to achieve their goals. A good organizational climate creates a conducive work atmosphere, where employees feel motivated and supported to achieve the desired results. When employees feel support from their work environment, they tend to be more satisfied with their jobs.

Litwin and Stringer in Fahmi Alaydroes (2010:19) state that a positive organizational climate influences individual motivation and behavior in the organization. High motivation and positive behavior from employees is very important in achieving job satisfaction. Luthans in Simamora (2011:34) also states that organizational climate influences HR practices and policies accepted by organizational members. Practices and policies that support employee development and well-being will have a positive impact on their job satisfaction.

Thus, organizations that have a supportive climate tend to be able to attract and retain competent and motivated employees. This is in line with job satisfaction theory which states that job satisfaction is a positive feeling about work resulting from an evaluation of its characteristics. When employees feel that they work in a supportive and conducive environment, their job satisfaction tends to increase.

Employees at the Faculty of Cultural Sciences, Udayana University are very responsible in completing their duties and responsibilities . It can be seen from the respondents' answers that the perceptions of employees at the Faculty of Cultural Sciences, Udayana University are visible regarding responsibility which received a very good response, this means that the sense of responsibility of all employees of the Faculty of Cultural Sciences, Udayana University is very good in completing their duties and responsibilities . This is also supported by leaders who are willing to help during their busy lives if employees have difficulty completing their tasks and responsibilities. It can be seen from the respondents' answers that employees' perceptions regarding job satisfaction are visible. regarding supervision received a very good response.

The results of this research support research conducted by Rosida & Chusairi (2023) and Santika, et al (2023) which proves that organizational climate positive effect on job satisfaction.

### **The Effect of Job Satisfaction on Employee Performance**

The results of hypothesis testing show that job satisfaction has a positive effect on employee performance. These results mean that job satisfaction can improve employee performance Faculty of Cultural Sciences, Udayana University. The results of this hypothesis test support various concepts and empirical findings that have previously existed which explain that job satisfaction has a positive effect on employee performance .

In the context of *Goal Setting Theory* , high job satisfaction motivates employees to achieve better performance. When employees feel satisfied with their work, they tend to be more motivated to achieve the goals they have set. This is in line with the theory that specific and challenging goals can improve employee performance.

Robbins and Judge (2015:46) explain that job satisfaction is a positive feeling about work resulting from an evaluation of its characteristics. When employees feel that they get fair rewards, work in a conducive situation, and have good collaborative relationships with coworkers, they will feel satisfied with their work. This satisfaction then encourages them to work better and achieve higher performance.

According to Mangkunegara (2012: 117), high job satisfaction creates feelings of support for employees in relation to work and their own conditions. Employees who feel supported will be more able to complete their tasks well, demonstrate high performance, and contribute positively to organizational goals.

Employees at the Faculty of Cultural Sciences, Udayana University are very responsible in completing their duties and responsibilities . It can be seen from the respondents' answers that the perceptions of employees at the Faculty of Cultural Sciences, Udayana University are visible regarding responsibility which received a very good response, this means that the sense of responsibility of all employees of the Faculty of Cultural Sciences, Udayana University is very good in completing their duties

## **The Influence of Servant Leadership and Organizational Climate on Employee Performance with Job Satisfaction as Intervening Variables (Study at the Faculty of Cultural Sciences, Udayana University)**

and responsibilities . This is also supported by leaders who are willing to help during their busy lives if employees have difficulty completing their tasks and responsibilities. It can be seen from the respondents' answers that employees' perceptions regarding job satisfaction are visible. regarding supervision received a very good response.

The results of this research support research conducted by Sapitra (2021), Apriyanti, et al. (2021), Tafsir, et al (2022), and Santika, et al (2023) which prove that *employee resilience* has a positive effect on *employee engagement* .

### **The Influence of Servant Leadership On Employee Performance with Job Satisfaction as a Mediating Variable**

The results of hypothesis testing show that job satisfaction is not proven to be able to mediate the indirect effect *servant leadership* on employee performance. These results provide the meaning that *servant leadership* is not can improve employee performance by increasing job satisfaction of employees at the Faculty of Cultural Sciences, Udayana University. The results of this hypothesis test support various previously existing concepts that explain job satisfaction not as a variable mediating indirect influence *servant leadership* on employee performance .

In the context of *Goal Setting Theory* , although *servant leadership* may create a supportive work environment, this is not enough to increase job satisfaction which in turn improves employee performance. *Servant leadership* , which prioritizes the needs, aspirations, and interests of others, may not always motivate employees directly to improve their performance.

According to Sendjaya & Sarros (2010:57), *servant leadership* has a commitment to serving others, but this is not always reflected in increased job satisfaction which can mediate increased performance. The concept of job satisfaction according to Robbins and Judge (2015:46) is a positive feeling about work, but if servant leadership does not directly influence the aspects that increase this feeling, then its influence on performance through job satisfaction will be insignificant.

Mangkunegara (2012:117) states that job satisfaction is related to feelings of whether employees support or do not support their work. If *servant leadership* does not increase the factors that create feelings of support, then job satisfaction will not increase and cannot mediate the relationship between *servant leadership* and employee performance.

The leadership of the Faculty of Cultural Sciences, Udayana University, tries to provide suggestions to its subordinates to support agency projects. It can be seen from the respondents' answers that the perceptions of employees at the Faculty of Cultural Sciences, Udayana University are visible regarding the empowerment shown by the leader received a very good response, this means that the empowerment of a leader is felt by employees. Leaders often make suggestions to their subordinates to support agency projects to ensure the smooth running of agency projects. However, the agency does not provide commensurate rewards for the performance given, this means that the quality of employee performance decreases. Basically, employees want to receive commensurate rewards for the performance provided.

The results of this research support research conducted by Octaviani (2022) which proves that job satisfaction cannot mediate the influence of *servant leadership* on employee performance .

### **The Influence of Organizational Climate on Employee Performance with Job Satisfaction as a Mediating Variable**

The results of hypothesis testing show that organizational climate satisfaction has a positive effect on employee performance with job satisfaction as a moderating variable. These results mean that organizational climate can improve employee performance through increasing job satisfaction of employees at the Faculty of Cultural Sciences, Udayana University. The results of this hypothesis test support various concepts and previous empirical findings which explain that job satisfaction is a mediating variable with indirect effects organizational climate on employee performance .

In the context of *Goal Setting Theory* , a supportive organizational climate creates conducive conditions for employees to set and achieve their goals. A positive climate provides the resources and support necessary for employees to feel satisfied with their work, which then encourages them to achieve higher performance.

A positive organizational climate, such as a supportive work environment, fair policies, and harmonious employee relations, can increase job satisfaction. Litwin and Stringer in Fahmi Alaydroes, (2010:19) state that a good organizational climate will increase employee motivation and positive behavior. High job satisfaction is related to increased employee performance. Employees who are satisfied with their work tend to show dedication, initiative and better performance (Robbins, 2013:312). Mangkunegara (2012:117) adds that employees who are satisfied with their work will have higher motivation to achieve optimal performance.

A good organizational climate can indirectly improve employee performance through job satisfaction. When employees feel comfortable and supported in their work environment, they will be more satisfied, which ultimately improves their performance.

Employees at the Faculty of Cultural Sciences, Udayana University are very responsible in completing their duties and responsibilities . It can be seen from the respondents' answers that the perceptions of employees at the Faculty of Cultural



## The Influence of Servant Leadership and Organizational Climate on Employee Performance with Job Satisfaction as Intervening Variables (Study at the Faculty of Cultural Sciences, Udayana University)

Sciences, Udayana University are visible regarding responsibility which received a very good response, this means that the sense of responsibility of all employees of the Faculty of Cultural Sciences, Udayana University is very good in completing their duties and responsibilities. This is also supported by leaders who are willing to help during their busy lives if employees have difficulty completing their tasks and responsibilities. It can be seen from the respondents' answers that employees' perceptions regarding job satisfaction are visible. regarding supervision received a very good response. So that employees feel reluctant to carry out the responsibilities that their leadership has given them. It can be seen from the respondents' answers that employees' perceptions regarding employee performance are visible regarding the responsibility of obtaining a good response.

The results of this research support research conducted by Tafsir, et al (2022) and Sapitra (2021) which proves that job satisfaction is a mediating variable on the indirect effect organizational climate on employee performance.

### CONCLUSION

Based on the results of the analysis and discussion carried out in this research, it can be concluded as follows:

1. *Servant leadership* has no effect on employee performance. These results mean that *servant leadership* has a positive effect on employee performance and cannot be proven.
2. Organizational climate has a positive and significant influence on employee performance. These results mean that organizational climate has a positive effect on employee performance.
3. *Servant leadership* has no effect on job satisfaction. These results mean that *servant leadership* has a positive effect on job satisfaction and cannot be proven.
4. Organizational climate has a positive and significant effect on job satisfaction. These results mean that organizational climate has a positive effect on job satisfaction.
5. Job satisfaction has a positive and significant effect on employee performance. These results mean that job satisfaction has a positive effect on employee performance.
6. *Servant leadership* has no effect on employee performance with job satisfaction as a moderating variable. *Servant leadership* has a positive effect on employee performance with job satisfaction as a moderating variable cannot be proven.
7. Organizational climate has a positive effect on employee performance with job satisfaction as a moderating variable. Other information that can be conveyed is that the mediating effect of the job satisfaction variable on the indirect influence of organizational climate on employee performance is *partially mediated*.

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