

The Influence of Servant Leadership and Motivation on Employee Performance with Work Satisfaction as Mediating Variable in PT Jasa Raharja Employee

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ABSTRACT: PT Jasa Raharja as a State-Owned Enterprise (BUMN) that runs social insurance and is engaged in the public service sector, has a major role in providing services to the community. The human resource performance management system at PT Jasa Raharja takes into 2 employee assessment factors, the Performance Achievement Indicator (GPA) and KSA (Knowledge, Skill, Attitude) of the employee concerned. Maximum performance can be influenced by several factors, from the existing leadership in the organization, the motivation received by employees, to job satisfaction felt by employees. The purpose of this study is to analyze the influence of servant leadership and motivation on employee performance both directly and indirectly through job satisfaction and to analyze the effect of job satisfaction on employee performance for employees working at PT Jasa Raharja. This research was conducted using an explanatory research approach and analyzed using the structural equation model method. The data used in this study were obtained from the responses of 200 employees of PT Jasa Raharja throughout Indonesia. The results obtained from this study are that servant leadership does not affect job satisfaction but affects employee performance while motivation affects job satisfaction but does not affect performance. In addition, this study also found that job satisfaction had no effect on performance and could not mediate the influence of servant leadership and motivation on the performance of employees working at PT Jasa Raharja. This research implies that it is suggested to the superiors of PT Jasa Raharja to provide an example of a good leadership style, create a healthy work culture, provide an appropriate salary, and provide the best environment, training, and supporting facilities. It is also recommended that the superiors of PT Jasa Raharja encourage employees to provide good ideas for the company, provide goals and targets according to their abilities, use a transparent performance appraisal system, fulfill employee rights through effective rewards and punishments, and offer a clear career path.

KEYWORD: Servant Leadership, Motivation, Employee Performance, Work Satisfaction

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I. INTRODUCTION

The development of industry 4.0 can have an impact on medium-sized professions such as administration or customer service, where repetitive tasks can be replaced by algorithms supported by artificial intelligence. Humans are a strategic factor in all activities of the Company/organization. An organization is expected to be able to prepare itself in managing its organizational performance, especially human resources in the face of increasingly fierce competition. As a State-Owned Enterprise (BUMN) that runs social insurance and operates in the public service sector, PT Jasa Raharja has a significant role in basic protection for the community. PT Jasa Raharja implements a social insurance program, namely passenger accident insurance for public transportation. PT Jasa Raharja has 1 Head Office, 29 Branch Offices, 63 Representative Offices, 67 Jasa Raharja Service Offices (KPJR) and 1,599 Samsat Joint Offices spread throughout Indonesia.

The performance of PT Jasa Raharja's employees is assessed based on several key performance indicators. One of the main performance indicators is the realization of the receipt of DPWKP (Passenger Accident Compulsory Coverage) and DKLLJ (Road Traffic Accident Fund). For DPWKP according to Law no. 33 of 1964, the realization of revenue was Rp. 563.75 billion, or 84.23% of the target of Rp. 669.33 billion. This DPWKP revenue comes from revenue from the Aircraft Mandatory Contribution (IWPU) sector which only recorded 73.03% of the target. While the realization in 2019 for SWDKLLJ receipts according to Law No. 34 of 1964 reached Rp. 4.15 trillion or 99.16% of the target of 4.18 trillion. The SWDKLLJ revenue has not yet been achieved, mainly due to the low level of public compliance in paying motor vehicle taxes, and public awareness that is still low in traffic safety causing a high risk of accidents which results in a high burden of compensation for the company.

To increase DPWKP and SWDKLLJ revenues, the company continues to seek intensive synergy with SOEs in the transportation sector, establishing harmonious relationships with business partners, both with the Ministry of Transportation, Police, Regional Transportation Organizations, Regional Revenue Service to obtain data on motor vehicles and the number of passengers, which is more accurate. In addition, the Company makes repairs and improvements to accident prevention facilities which are continuously pursued as preventive measures to reduce and prevent accidents, especially in accident-prone places. The Company participates in the decade road safety action program with the target of realizing 5 (five) Road Safety Action Pillars, namely Road Safety Management, Safe Roads, Safe Vehicles, Safe Road User Behavior, and Pre and Post Accident Handling.

The performance management system is implemented by the Company as an effort to encourage employee performance improvement, besides that the implementation of the performance management system is expected to motivate employees to carry out their duties optimally, increase employee loyalty and drive an open, positive and progressive work climate. The human resource performance management system at PT Jasa Raharja takes into account 2 assessment factors, the first assessment factor is the Performance Achievement Indicator (GPA) where the performance of an employee consists of Performance Achievement Indicators (GPA) and Employee Competencies that are measured. Performance Achievement Indicators (GPA) is a combination of financial and non-financial measurements. The second assessment factor is the KSA (Knowledge, Skill, Attitude) of the employee concerned. The KSA assessment pattern for an employee adheres to a 360-degree pattern, meaning that an employee is judged by superiors, co-workers, self, and subordinates. KSA that is measured for now is the Core Competence and KSA Leadership.

The factor that cannot be ignored in improving employee performance is leadership. Leadership is the most influential factor in the performance of an organization, both the private sector and the public sector. Leadership is a key that can determine the success of an organization [1]. The leadership emphasis has shifted to increasing motivation and social responsibility to secure success and profit in modern organizations. Servant leadership is leadership that serves with a focus on followers, where followers are the main concern and organizational problems are peripheral [2]. Servant Leadership is very important today because this leadership theory is more ethical and people-centered.

Servant leadership introduces a moral component and places an explicit emphasis on the needs of followers. According to [3] the servant leader is "Primus Inter Pares" which is the first among equals. In the world of insurance, where activities are quite large in the service sector, leadership is needed that can accommodate businesses with a service core. Through the researcher's observations, there were findings that the leadership of PT Jasa Raharja rarely explained the procedures for work that must be done by employees, the instructions made by the leadership were not clear and not detailed, and the closeness of the leadership with employees had not been established, besides that the leader rarely went directly to provide direction to employees, leaders rarely follow up on complaints about the work of employees. Meanwhile, the leadership in its operations has not been open to accepting ideas from employees in full, this is shown when the idea meeting and complaints from employees do not get a response from management.

According to [3] there are 8 (eight) dimensions of servant leadership including Empowerment, Accountability, Standing Back, Humility, Authenticity, Courage, Interpersonal Acceptance, and Stewardship. To support optimal services and accountable business processes, the Company emphasizes the importance of improving the quality of Human Resources (HR) competencies which is realized through the Integrated HR system/Human Capital Management System. The increase in employee performance, apart from being influenced by leadership, is also influenced by both intrinsic and extrinsic motivation at PT Jasa Raharja. With the right motivation, employees will be encouraged to do as much as possible in carrying out their duties because they believe that with the success of the organization in achieving its goals and various objectives, the personal interests of the members of the organization will also be covered.

Extrinsic motivation is the prospect of satisfying one's motivational needs indirectly, while intrinsic motivation is an activity for oneself [4]. Extrinsic motivation for PT Jasa Raharja employees is in the form of insurance, leave money, pensions, salary training, bonuses, and career paths where PT Jasa Raharja employees excel by selecting the best employees and for employees who can meet Performance Assessment Indicators (GPA). The best employees who can meet the performance indicators will benefit in the form of faster promotion opportunities and larger benefits. From the observations made at the company, it can be seen that employee performance is still not optimal, this is indicated by the presence of employees who procrastinate, employees who still have not completed their work under the specified time, lack of motivation given to employees in the form of intrinsic motivation. or motivation from within so that employees cannot develop abilities for the company.

Motivators contributed more to job satisfaction and hygiene factors contributed to job dissatisfaction [5]. Job satisfaction is having positive feelings about one's job resulting from the evaluation of their characteristics [6]. Employees with high levels of job satisfaction tend to have positive feelings about work, while dissatisfied employees tend to have negative feelings about work. Job satisfaction is an individual's

general attitude towards work [6]. Job satisfaction is an attitude variable related to employee feelings to perform optimally at work. Employees who are satisfied with their work will contribute positively to organizational performance.

The leadership of PT Jasa Raharja has changed, which was previously led by Mr. Budi Raharjo from 2018 to June 2021, replaced by Mr. Rivan Achmad Purwantono until now. Under the leadership of Mr. Rivan Achmad Purwantono, he issued a new tagline, namely Good is not enough, Be Great, in which Mr. Rivan Achmad Purwantono applied servant leadership as his leadership style. The new CEO, Mr. Rivan Achmad Purwantono, believes that a culture of mutual service can reflect something positive in the company's internal and external environment. This should be done and is an integral part of his behavior. The concrete impact is that if the change takes place in an attitude of mutual service, the enthusiasm and morale of subordinates at all levels of the company will increase.

Continuous improvement of the morale and morale of subordinates at all levels of the company will contribute to the productivity of the company itself. Subordinates or workers will realize that they are getting proper treatment from their superiors, then performance will increase according to changes in leader behavior followed by subordinates or employees in stages at all levels of the company. Based on the description above, the objectives to be achieved are as follows:

1. Analyzing the direct influence of servant leadership on job satisfaction for employees working at PT Jasa Raharja.
2. Analyzing the direct effect of motivation on job satisfaction for employees working at PT Jasa Raharja.
3. Analyzing the direct influence of servant leadership on employee performance for employees working at PT Jasa Raharja.
4. Analyzing the direct effect of motivation on employee performance on employees who work at PT Jasa Raharja.
5. Analyzing the direct effect of job satisfaction on employee performance of employees who work at PT Jasa Raharja.
6. Analyzing the indirect effect of servant leadership on employee performance through job satisfaction for employees working at PT Jasa Raharja.
7. Analyzing the indirect effect of motivation on employee performance through job satisfaction on employees who work at PT Jasa Raharja.

II. LITERATURE REVIEW

Servant leadership is used as a term for those who put the needs of others as their priority. Servant leaders serve in a way in which they prioritize the needs of their employees above their own, helping followers to recognize their full potential and empowering their followers to get the job done [7]. Servant leaders are those who serve with a focus on followers, where followers are the main concern and organizational problems are peripheral problems. The construct of a servant leader is a virtue, which is defined as a good moral quality in a person or general quality of goodness, or moral excellence [8]. Servant leaders place the needs of their subordinates above their own and concentrate their efforts on helping subordinates grow to reach their maximum potential and achieve optimal organizational and career success.

Servant leadership behavior contributes to the development and maintenance of strong interpersonal relationships between leaders and followers and plays a role in helping employees reach their full potential and become motivated [9]. The servant-leader is the first servant, starting with a natural feeling that someone wants to serve, then realizing that choice brings someone to aspire to be a leader [10]. Servant leadership is "Primus Inter Pares" (first among equals) [3]. Servant leaders don't use their power to get things done but use persuasion to convince their staff. The characteristics of servant leadership are:

1. Empowerment
2. Accountability
3. Stand Back
4. Humility
5. Authenticity
6. Courage
7. Interpersonal reception
8. Stewardship

Motivation is a reason for an action, a person's reason for doing something. Motivation is a complex problem in organizations, because the needs and desires of each member of an organization are unique biologically and psychologically, and develop based on different learning processes [6]. There are several theories of motivation put forward by previous researchers [11], namely:

1. The hierarchy of needs theory was put forward by Abraham Maslow in 1943 which states that every human being has a hierarchy of five kinds of needs, namely physiological needs, security, social needs, self-esteem, and self-actualization.
2. McClelland's needs theory was developed by David McClelland in 1961, this theory shows that individuals are motivated based on three needs, namely achievement, power, and affiliation.
3. Herzberg's two-factor theory was proposed by Frederik Herzberg in 1966, this theory divides the factors related to work motivation into two groups, namely motivator factors and hygiene factors.
4. ERG theory was proposed by Clayton Alderfer in 1969 and is a revised version of Abraham Maslow's hierarchy of needs, this theory divides Maslow's five categories of needs into three groups, namely existence, relatedness, and growth.
5. Job Design Theory was proposed by Hackman and Oldham in 1980, this theory states that employees can be motivated through five core job dimensions namely skill diversity, task identity, task significance, autonomy, and feedback.
6. The theory of congruent work motivation temperament model proposed by Humphreys and Einstein in 2004 stated that traditional motivation theory is incomplete and a comprehensive work motivation theory must include individual personality elements and aspects of the effort, individual ability, expectation, instrumentality, valence, goal-directed behavior, intrinsic and extrinsic rewards, satisfaction.

Intrinsic motivation is related to assessing an activity for its own sake, satisfying needs directly [4]. Intrinsic motivation can be further subdivided into two separate components conceptually based on enjoyment relating to enjoyment and pleasure as a driver of effort. While extrinsic motivation is defined as the prospect of satisfying one's motivational needs indirectly as opposed to through the work itself, for example, financial rewards, security, or prestige associated with work. From some of the expert opinions above, it can be concluded that what is meant by motivation is an impulse that can raise morale in achieving certain goals. The motivation theory used in this research is the theory of Neumann Oliver.

Job satisfaction is an individual's general attitude towards his job [6]. To measure job satisfaction the factors that are generally included are work atmosphere, supervision, current wage level, promotion opportunities, and relationship with work partners. Satisfied employees are more likely to speak positively about the organization, help others and make their job performance exceed normal expectations. Organizations that have more satisfied employees tend to be more effective than organizations that have fewer satisfied employees. Four factors that are conducive to the emergence of high levels of employee job satisfaction with a brief explanation as follows [6]:

1. Mentally challenging work. People prefer jobs that give them opportunities and offer a variety of tasks, freedom, and feedback on how they are doing. These characteristics make workers mentally challenging.
2. Fairly rewarded. Employees want payment systems and promotion policies that they consider fair, not ambiguous and in line with their expectations.
3. Supportive working conditions. Employees care about their work environment for personal comfort as well as to facilitate good performance.
4. Supporting partners. People more often resign from a job more than just a matter of money or tangible achievements. For most employees, work also fulfills their social interaction needs. Therefore, supportive work partners encourage job satisfaction.

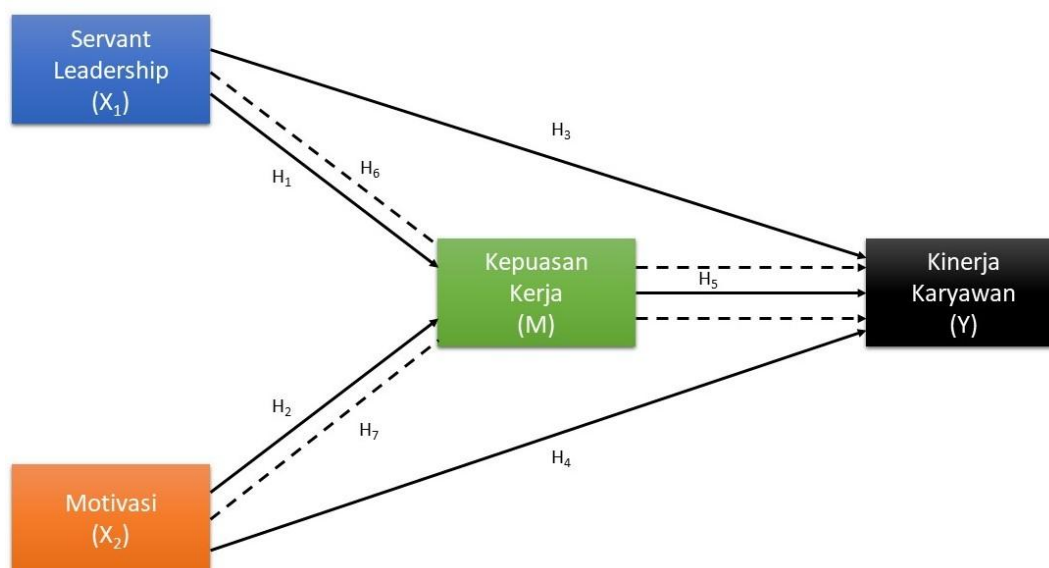
Job satisfaction can be measured cross-country individually using Measurement Invariance (MI) and in groups using eight indicators [12]. Watson et al (2107) adopted the job satisfaction survey indicators from Spector (1997). The eight indicators are salary, promotion, supervision, other benefits, operating conditions, co-workers, nature of work, and communication.

Performance is basically what employees do or don't do. Employee performance is what influences how much they contribute to the organization. Performance improvement for both individuals and groups becomes the center of attention to improve organizational performance [13]. In simple terms, performance can be interpreted as the results achieved by an employee during a certain period in a particular field of work. An employee who has high and good performance can support the achievement of the goals and objectives set by the company. To be able to have high and good performance, an employee in carrying out his work must have the expertise and skills that are under the work he has.

Performance is an indicator in determining how the effort to achieve a high level of productivity in an organization. Therefore efforts to conduct an assessment of the performance of an organization are important. Performance means action, work execution, work performance, and efficient implementation [6]. Performance is defined as a record of the outcomes resulting from a particular activity, over a certain time. From this brief understanding, it can be concluded that what is meant by performance includes two main things, namely the first ability to demonstrate the working mechanism per applicable regulations and secondly the resulting product. Employee performance is seen as what employees do and do not do and consists of elements such as the

quantity of output, quality of output, timeliness of output, attendance at work, and cooperation [14]. In the framework of thought in this study the influence between variables can be described through the research paradigm as follows:

Figure 1: Research Framework



The research hypothesis used in this study describes theory-based predictions so that it is possible to connect theory with observations.

A. The Influence of Servant Leadership on Job Satisfaction

Leadership is a key characteristic that helps focus the efforts of all organizational actors toward achieving the goals of the organization as a whole. Among leadership theories and approaches, servant leadership is seen as having a unique leadership perspective that pays special attention to service to others. Servant leadership has a positive and significant effect on job satisfaction [15]. Based on the description above, the following hypothesis can be made.

H₁: Servant Leadership Has a Positive and Significant Effect on Job Satisfaction

B. The Effect of Motivation on Job Satisfaction

Motivation is the reason behind an action. Government organizations are highly demanded to better understand how to grow work motivation among employees because growing work motivation will have an impact on employee job satisfaction. Motivation has a positive effect on job satisfaction [16]. Based on the description above, the following hypothesis can be made.

H₂: Motivation Has a Positive and Significant Effect on Job Satisfaction

C. The influence of servant leadership on employee performance

Servant leadership is seen as an approach that can have a significant impact on organizational performance [17]. Servant Leadership as a management function is very important to achieving organizational goals. Leadership is an activity in guiding a group so that the goals of the group are achieved, namely goals. Leadership can be interpreted as the ability or intelligence to encourage many people (two or more people) to work together in carrying out activities that are directed at a common goal [17]. The results of the study indicate that the leadership set by a leader in the organization can create a harmonious integration and encourage employee enthusiasm to achieve maximum goals. The relationship between leadership style and performance occurs when an effective leadership pattern will improve employee performance. This happens because the leader can direct the company's resources properly so that the company's goals can be achieved. Servant leadership has a positive effect on employee performance [17]. Based on the description above, the following hypothesis can be made.

H₃: Servant Leadership Has a Positive and Significant Effect on Employee Performance

D. The Effect of Motivation on Employee Performance

In organizations that are faced with various challenges of innovation and creativity, adopting the opposite strategy is not only meant to increase the external motivation of employees. The competitive challenges that must be faced, require employees who also have intrinsic motivation in doing their tasks. This is based on the results of research showing that intrinsic and extrinsic motivation can maximize performance [18]. The motivation and ability of employees collectively participate to improve performance. The method that can be used to monitor employee performance is performance appraisal, which is a performance appraisal that can monitor the quality of employee performance through a performance management system that is linked to organizational goals, day-to-day performance, professional development as well as prizes and incentives. Motivation has been empirically proven to have a significant effect on performance [18]. Based on the description above, the following hypothesis can be made.

H₄: Motivation Has a Positive and Significant Effect on Employee Performance

E. Effect of Job Satisfaction on Employee Performance

Job satisfaction is a happy emotional state or positive emotion that comes from evaluating one's job or work experience [19]. Job satisfaction is the general attitude of an individual towards his work [20]. A person with a high level of job satisfaction shows a high satisfaction attitude towards the company's organization, on the contrary, if someone does not feel a high level of satisfaction with his company, it will harm the company's organization. Job satisfaction has a positive and significant effect on employee performance [21]. Based on the description above, the following hypothesis can be made.

H₅: Job Satisfaction has a Positive and Significant Effect on Employee Performance

F. The Influence of Servant Leadership on Employee Performance Through Job Satisfaction

Job satisfaction and work commitment have a role in mediating the influence of servant leadership on employee performance, and job satisfaction and work commitment have complementary mediating functions [22]. Based on the description above, the following hypothesis can be made.

H₆: Servant Leadership affects employee performance through job satisfaction as a mediating variable

G. The Effect of Motivation on Employee Performance Through Job Satisfaction

Three indicators of job satisfaction, namely rewards, freedom of work, and benefits, have a positive correlation with predictors of work motivation such as work environment, cooperation, and facilities [23]. In addition, motivation also has a significant influence on employee performance. There are other findings that job satisfaction has a role in mediating the influence of motivation on performance. Based on the description above, the following hypothesis can be made.

H₇: Motivation affects employee performance through job satisfaction as a mediating variable

III. RESEARCH METHOD

The design of this research is explanatory research because this study aims to explain the causal relationship between variables through hypothesis testing. In this study, the population is all employees or staff who work at PT Jasa Raharja throughout Indonesia with a total population of 1928 employees. The sample size was determined by the Issac and Michael formula and the sample in this study was 275 employees the sampling in this study used the Stratified Random Sampling technique. The measurement scale with the questionnaire used in this study is the Likert scale. The Likert scale is designed to test how much respondents agree with a statement [24]. After the data is obtained, a prerequisite analysis test is carried out to test whether the data used is suitable for further analysis, where the analysis prerequisite test consists of a validity test and a reliability test [25].

A. Validity Test

This test is done by asking the questions of the questionnaire given to the respondents. After getting data from the respondents, the construct validity test was then carried out using Confirmatory Factor Analysis (CFA). Factor analysis was carried out through correlation tests between independent variables using the Bartlett Test of Sphericity or Measure Sampling Adequacy (MSA) significance [26]. The results of the correlation test between independent variables are in the output of KMO and Bartlett's Test, as follows:

Table 1: Validity Test

Variable	KMO Score	Bartlett Significance	Result
Servant Leadership	0,903	0,000	Valid
Motivation	0,887	0,000	Valid
Employee Satisfaction	0,826	0,000	Valid
Employee Performance	0,862	0,000	Valid

Based on Table 1 above, each statement can explain the variables in this study, so all sample data used for performance variables can be declared valid and allow for further analysis.

B. Reliability Test

The reliability test on the 4 tested variables can be seen in Table 2 below.

Table 2: Reliability Test

Variable	Cronbach Alpha	Cronbach Alpha Based on Standardized Item	N of Items	Result
Servant Leadership	0,930	0,955	30	Reliable
Motivation	0,914	0,926	20	Reliable
Employee Satisfaction	0,889	0,886	29	Reliable
Employee Performance	0,793	0,882	11	Reliable

From Table 2 above, it can be seen that from the output of Reliability Statistics, the value of Cronbach's alpha for all variables has a value between 0.7 - 0.9. If the reliability value is less than 0.6, it is declared unfavorable, while 0.7 is acceptable and 0.8 is declared good [25]. From the results of the study, it was obtained that all Cronbach's alpha values on variables were greater than 0.7, thus all instruments used to describe all variables could be declared reliable or reliable.

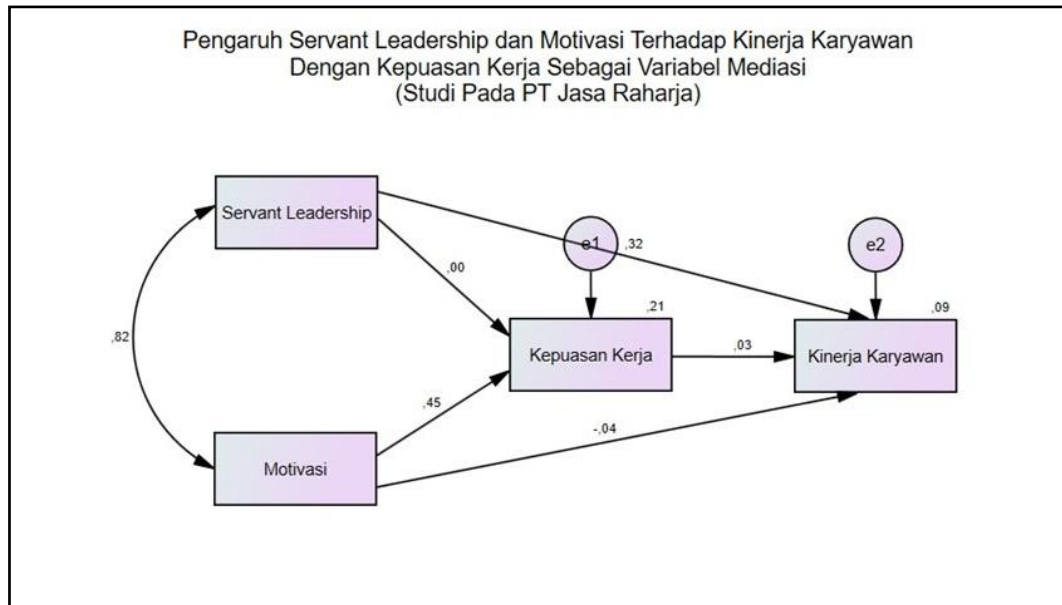
The data analysis method used in this research is using Structural Equation Modeling SEM. Structural Equation Modeling is a complex analysis, a statistical model that analyzes the linear relationship between latent variables and manifest variables [24]. Latent Variables are variables that cannot be observed directly, but the effects of Latent Variables can be observed in observable variables, while Manifest Variables are variables that can be observed directly and can be measured.

IV. RESULT AND DISCUSSION

This research was conducted by testing a sample of PT Jasa Raharja employees who came from 29 PT Jasa Raharja Branch Offices spread across Indonesia, namely Central, Lampung, Jambi, Bali, Riau Islands, East Kalimantan, Central Kalimantan, South Sulawesi, West Java, Sumatra, West Java, North Sumatra, Central Java, Bengkulu, Central Sulawesi, Papua, North Sulawesi, Bangka Belitung, Southeast Sulawesi, Riau, West Sumatra, East Nusa Tenggara, DI Yogyakarta, South Sumatra, South Kalimantan, East Java, Aceh, West Nusa Tenggara, West Kalimantan, Banten, Maluku. The sample studied to obtain a description of the performance of PT Jasa Raharja Indonesia's employees is the majority of employees aged 31-35 years, male gender with an undergraduate education background and have worked for more than 10 years.

Employee performance based on an individual approach to employees of PT Jasa Raharja describes the level of performance of employees of PT Jasa Raharja in working with the application of servant leadership and motivation variables mediated by job satisfaction variables. To analyze the performance level of PT Jasa Raharja's employees is done by testing the servant leadership and motivation variables mediated by job satisfaction variables using the Structural Equation Modeling (SEM) method. The results of Structural Equation Modeling (SEM) are presented in Figure 2.

Figure 2: Structural Model of the Effect of Servant Leadership and Motivation on Performance Mediated by Job Satisfaction



The seven hypotheses will be tested based on the T-Value value and the coefficient value of each variable, while the sixth and seventh hypotheses will only test whether the mediating variable has a positive effect or not. Discussion of the results of this study can be seen in the following explanation.

A. The Influence of Servant Leadership on Job Satisfaction

In the findings of this study the coefficient and T-Value values which state the influence of servant leadership on job satisfaction can be seen in Table 3.

Table 3: Servant Leadership on Job Satisfaction

	<i>Servant Leadership</i>	
Employee Satisfaction	Coefficient	0,006
	T-Value / CR	0,043
	Significance	0,966

Based on Table 3, it can be seen that the servant leadership variable can positively affect job satisfaction by 0.006. Because the T-Value value is $0.043 < 1.96$ (T-Value value for the significance of the SEM model = 0.05), with a significance value of 0.966 or 0.4%, it can be stated that hypothesis 1 is rejected, namely servant leadership does not affect job satisfaction. Based on these three values, it can be concluded that the better the application of servant leadership to employees, the less effect on job satisfaction shown by employees.

B. The Effect of Motivation on Job Satisfaction

In the findings of this study the coefficient and T-Value values which state the effect of motivation on job satisfaction can be seen in Table 4.

Table 4: Motivation for Job Satisfaction

	Motivation	
Employee Satisfaction	Coefficient	0,628
	T-Value / CR	4,118
	Significance	0,000

Based on Table 4, it can be seen that the motivation variable can positively affect job satisfaction by 0.628. Because the T-Value value is $4.118 > 1.96$ (T-Value value for the significance of the SEM model = 0.05),

with a significance value of 0.000 or more than 99.9%, it can be stated that hypothesis 2 is accepted, namely, motivation influences job satisfaction. Based on these three values, it can be concluded that the better the motivation of employees, the more job satisfaction is shown by employees will increase.

C. Servant Leadership on Employee Performance.

In the findings of this study the coefficient and T-Value values which state the influence of servant leadership on employee performance can be seen in Table 5.

Table 5: Servant Leadership on Employee Performance

	Servant Leadership	
Employee Performance	Coefficient	0,065
	T-Value / CR	2,704
	Significance	0,007

Based on Table 5, it can be seen that the servant leadership variable can positively affect employee performance by 0.065. Because the T-Value value is $2.704 > 1.96$ (T-Value value for the significance of the SEM model = 0.05), with a significance value of 0.007 or 99.3%, it can be stated that hypothesis 3 is accepted, namely, servant leadership influences employee performance. Based on these three values, it can be concluded that the better the application of servant leadership to employees, the performance is shown employees will increase.

D. Motivation has a positive and significant effect on employee performance.

In the findings of this study the coefficient and T-Value values which state the effect of motivation on employee performance can be seen in Table 6.

Table 6 Motivation for Employee Performance

	Motivation	
Employee Performance	Coefficient	-0,009
	T-Value / CR	-0,314
	Significance	0,754

Based on Table 6, it can be seen that the motivation variable can negatively affect performance by 0.009. Because the T-Value value is $-0.314 < 1.96$ (T-Value value for the significance of the SEM model = 0.05), with a significance value of 0.754 or 24.6%, it can be stated that hypothesis 4 is rejected, namely motivation does not affect employee performance. . Based on these three values, it can be concluded that the better the employee's motivation, the less influence the employee's performance will be.

E. Job Satisfaction has a positive and significant influence on Employee Performance

In the findings of this study the coefficient and T-Value values which state the effect of job satisfaction on employee performance can be seen in Table 7.

Table 7 Job Satisfaction on Employee Performance

	Employee Satisfaction	
Employee Performance	Coefficient	0,005
	T-Value / CR	0,375
	Significance	0,707

Based on Table 7, it can be seen that the motivation variable can positively affect performance by 0.005. Because the T-Value value is $0.375 < 1.96$ (T-Value value for the significance of the SEM model = 0.05), with a significance value of 0.707 or 29.3%, it can be stated that hypothesis 5 is rejected, namely job satisfaction does not affect employee performance. Based on these three values, it can be concluded that the higher the job satisfaction of the employees, the higher the employee's performance.

F. Servant leadership has a positive influence on employee performance through job satisfaction mediation.

In the findings of this study, the coefficient values stating the influence of servant leadership on employee performance mediated by job satisfaction can be seen in Table 8.

Table 8 Servant Leadership on Employee Performance mediated by Job Satisfaction

	<i>Servant Leadership</i>	
Employee Performance (Mediated by Work Satisfaction)	Coefficient	0,000

Based on Table 8, it can be seen that the Servant Leadership variable cannot affect performance after being mediated by job satisfaction because it has a coefficient of 0.000. Based on this, it can be stated that hypothesis 6 is rejected, namely, Servant Leadership cannot affect performance after being mediated by job satisfaction. Based on these three values, it can be concluded that the better job satisfaction mediates the application of servant leadership to employees, it will not affect the performance shown by employees at all.

G. Motivation has a positive influence on employee performance through job satisfaction mediation.

In the findings of this study, the coefficient value which states the influence of motivation on employee performance mediated by job satisfaction can be seen in Table 9.

Table 9 Motivation for Employee Performance mediated by Job Satisfaction

	Motivation	
Employee Performance (Mediated by Work Satisfaction)	Coefficient	0,013

Based on Table 9, it can be seen that the motivation variable can affect performance after being mediated by job satisfaction because it has a coefficient of 0.013. Based on this, it can be stated that hypothesis 7 is accepted, namely, motivation can affect performance after being mediated by job satisfaction. Based on these three values, it can be concluded that the better job satisfaction mediates employee motivation, the higher the performance shown by employees.

Problems that arise related to servant leadership are known through observations, researchers found that leaders rarely explain the work procedures that must be done by employees, the instructions made by leaders are not clear and not detailed, and the closeness of the leadership with employees has not been established, besides that leaders rarely go directly to provide direction. to employees, leaders rarely follow up on complaints about the work employees. Meanwhile, the leadership in its operations has not been open to accepting ideas from employees in full, this is shown when the idea meeting and complaints from employees do not get a response from management. This is proven by the results of the analysis with the SEM model showing that servant leadership shown by superiors at PT Jasa Raharja can affect job satisfaction positively but not significantly on job satisfaction but servant leadership has a positive and significant influence on employee performance. Based on this, it can be concluded that the better the application of servant leadership to employees, will not affect the job satisfaction shown by employees at all, but the better the application of servant leadership to employees, the performance is shown by employees will increase. The results of this analysis occur because the findings on the object of research indicate that there are still employees of PT Jasa Raharja who think that the superiors of PT Jasa Raharja's employees have not focused on the overall good, have not had a long-term vision and have not emphasized the social responsibility of work.

The researcher formulated several suggestions based on the results of the servant leadership variable analysis tested on the superiors of PT Jasa Raharja employees based on the findings on the object of research, in the form of providing leadership training to employees where in the training or workshop superiors are required to provide examples of good leadership styles because employees Taking cues from the boss's behavior and the boss's example can affect team performance, and the way employees act throughout their careers. Providing leadership training is important because employees need more than a pat on the back, or being alerted when something goes wrong. Supervisors are advised to meet team members one at a time, even informally, to ask how their workload is, and what challenges do they face? what would they do differently next time? Train employees to advise themselves first, then the boss can discuss it together.

The results of observations made at the company show that employee performance is still not optimal, this is indicated by the presence of employees who procrastinate work, and employees who still have not completed their work under the specified time. Lack of motivation given to employees in the form of intrinsic motivation or motivation from within so that employees cannot develop abilities for the company. This is proven by the results of the analysis with the SEM model showing that the motivational variable can

significantly affect job satisfaction even though motivation does not affect employee performance. Based on this, it can be concluded that the better the motivation of employees, the more job satisfaction is shown by employees will increase but will not increase employee performance. The results of this analysis occur because the findings on the object of research indicate that there are still employees of PT Jasa Raharja who consider that it is unlikely that employees of PT Jasa Raharja have opportunities for promotion and do not have good careers so that employees of PT Jasa Raharja do not have the opportunity to train leadership and don't feel like doing a prestigious job. It also shows that as employees of PT Jasa Raharja they feel they are not highly valued by others and do not have opportunities for training and career development.

Job satisfaction is an attitude variable related to employee feelings to perform optimally at work. Employees who are satisfied with their work will contribute positively to organizational performance. This is not proven through the results of the analysis with the SEM model in this study which shows that the job satisfaction variable does not affect employee performance. Based on this, it can be concluded that the higher the job satisfaction of the employees, the higher the employee's performance will be. The results of this analysis occur because the findings on the object of research indicate that there are still employees of PT Jasa Raharja who think that their work has not been appreciated by PT Jasa Raharja and respondents feel that they have not been given a fair promotion opportunity and have not been allowed to advance so that employees feel not satisfied with the opportunities for promotion. In addition, employees also feel that their superiors have not been fair and understanding to their subordinates. Respondents' answers to statements in the job satisfaction variable indicate that there are still PT Jasa Raharja employees who think they work harder because of the incompetence of their co-workers but still their work is not appreciated so sometimes it triggers fights in the workplace.

V. CONCLUSION AND SUGGESTIONS

A. Conclusion

Based on the results of research that has been carried out with the title of the influence of servant leadership and motivation on employee performance with satisfaction as a mediating variable at PT Jasa Raharja, the following conclusions can be drawn:

1. Servant leadership does not affect the job satisfaction of PT Jasa Raharja employees.
2. Motivation has a positive and significant influence on the job satisfaction of PT Jasa Raharja employees.
3. Servant leadership has a positive and significant impact on the performance of PT Jasa Raharja's employees.
4. Motivation does not affect the performance of PT Jasa Raharja's employees.
5. Job satisfaction does not affect the performance of employees of PT Jasa Raharja.
6. Servant leadership does not influence the performance of PT Jasa Raharja employees through satisfaction mediation.
7. Motivation has a positive and significant effect on the performance of PT Jasa Raharja's employees through job satisfaction mediation.

B. Suggestion

Some suggestions that are put forward based on the results of research that have been carried out are as follows:

1. Providing leadership training to employees where in the training or workshop superiors are required to provide examples of good leadership styles because employees take cues from the behavior of superiors and superiors' examples can affect team performance, and the way employees act throughout their careers.
2. Make the superiors as someone who can be relied on by employees. The team needs help in the form of appropriate directions and actions that can give them confidence that the actions that have been taken care in the best interests of the organization.
3. Always active. Spend time with employees or employees, and set aside time each week to talk to staff in the office in person.
4. Give employees the facilities they need.
5. Provide opportunities to learn and improve skills. Some employees feel bored and need a new challenge which is the main reason for leaving work.
6. Adjusting the workload of employees based on their main tasks and abilities.
7. Do not delay employee salaries. Delayed compensation can have a direct impact on the needs of employees' lives which can lead to a drastic decrease in employee motivation.
8. Provide the best environment, training, and clear career paths for employees.
9. Provide support if employees provide a good idea for the company.
10. Accept suggestions from employees if they are true and good. Even though the company has set a target and goal, it does not mean that it has to turn a deaf ear to the suggestions given by its employees.
11. PT Jasa Raharja is advised to use a transparent performance appraisal system.
12. Provide effective rewards and punishments to retain quality employees.

13. Establish intimacy. There are times when an employee stays in a company, not because of a high salary or need for work, but because a bond of intimacy has been established among co-workers.

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