

# The Influence of Servant Leadership, Competency, Educational Qualifications, Work Environment on Employee Performance Mediated by Job Satisfaction

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## Abstract:

Performance is showing the quality and quantity of work achieved by an employee after carrying out the job duties assigned by the organization. Employee performance is influenced by many indicators such as servant leadership, competence, educational qualifications and work environment. This study aims to examine the influence of servant leadership, competency, educational qualifications and work environment on employee performance is mediated by job satisfaction. This research was conducted at the Regional Office X of the State Civil Service Agency with Civil Servants as research subjects. The population of this research is all Civil Servants who work at the Regional Office X of the State Civil Service Agency, totaling 89 people and using the saturated sample method, so that all employees are used as samples. Researchers used quantitative research with primary data from questionnaires distributed to Civil Servants of the State Civil Service Agency Regional Office X through google form with a Likert scale of 1-10. Using SEM Partial Least Squares (PLS) analysis technique. The results showed that servant leadership, competence, educational qualifications and work environment have a positive effect and significant on job satisfaction. Servant leadership, competence, work environment and job satisfaction have a positive effect on employee performance but educational qualifications have a negative effect and not significant on employee performance. Job satisfaction is able to mediated the influence of servant leadership, competence, educational qualifications and work environment on employee performance. The implications of this research can contribute information in understanding the specific relationship of leaders in determining decisions related to employee performance appraisal by considering the competence and educational qualifications of employees, increasing servant leadership of leaders and improving the quality of the work environment in order to improve the performance.

**Keywords:** servant leadership, competency, educational qualifications, work environment, performance, job satisfaction.

## 1. Introduction

Based on Ministerial Regulation for Empowerment of State Civil Apparatus and Bureaucratic Reform No. 88 of 2021 concerning Evaluation of Performance Accountability of Government Agencies, it is clear regarding how Government Agencies develop strategies to achieve predetermined performance targets in accordance with established rules. Referring to the Letter of the Minister for Empowerment of State Civil Apparatus and Bureaucratic Reform No.B/ 704 /AA.05/2022 Dated December 6 2022 concerning the Results of the 2022 Evaluation of the Performance Accountability of Government Agencies (AKIP) of the State Civil Service Agency, the results of the evaluation of the performance accountability of the State Civil Service Agency show a score of 68.48 with the predicate "B" indicating that implementation of performance accountability is "good", which means that AKIP is implemented well at the institutional level and in several main work units. However, this still requires improvement and commitment to performance management. and there has been no significant increase in the AKIP score for the State Civil Service Agency in 2021 which received a score of 68.05. This also happened at the Regional Office The following is a table of Performance Accountability values at Regional Office X of the State Civil Service Agency taken from the AKIP TA report. 2023: And based on the State Property (BMN) asset management report of the Regional Office This is related to the capital expenditure budget at the Regional Office

In the current era, we are the age of competence, the winners in this era are those who are able to compete and have the ability and skills. As time goes by in implementing Government Regulation no. 11 of 2017 concerning ASN Management has experienced many new changes or transformations in ASN governance in Indonesia, one of which is ASN Development, including planning, recruitment processes, appointments and promotions in career development, where this emphasizes three absolutely important things, namely: qualifications, competence, and performance. Atutuli (2017:6) says that educational qualifications are closely related to a person's level of education, and that the higher a person's education level, the higher the productivity or performance of the workforce, which can improve the company's performance and increase its competitiveness in the business world in which it is involved

Furthermore, employee competency levels will certainly become stricter as time goes by. The level of employee education can improve the performance of a company or organization and increase its competitiveness (Sabban, 2018). Of course, a higher level of education is very necessary in the world of more capable organizational competitiveness. In the opinion of Assoc Prof. Dedi Rianto Rahadi (2021) states that "Competency" is the knowledge, skills, abilities and behavior used by an employee when carrying out their duties at work. Competence is very important for employees to achieve results that are in accordance with the company's business strategy.

Performance is the work results achieved by someone in completing their responsibilities Silaen (2021;1). Performance can also be defined as a person's level of success in completing an overall task within a certain time period. In other words, the employee's performance will increase as a result of the skills, expertise and dexterity he shows while working for a company or government agency. Therefore, it is necessary to plan, implement and evaluate human resources so that they can exploit other resources available by work units in work units and even companies by considering their own needs and paying more special attention in prioritizing all the needs of employees or subordinates who are expected to always be achieve organizational or company performance goals.

Certain factors can influence the successful performance of government agencies, one of which is human resources. Human resources are responsible for all planning and evaluation processes, and have the ability to empower other resources that are assets of the company or work unit to improve employee performance. Employee performance will ultimately correlate with organizational or agency performance.

The main factor that greatly influences how well an organization achieves its goals is human resources (HR). where employee performance is one of the factors that influences the company (Regen, Johannes, Edward, Yacob, 2020). Leadership influences organizational performance, especially with dynamic leadership replacement. Servant leadership, which is known as Servant Leadership, emphasizes a leader's ability to serve his employees so that they can have a good influence on employees without making them afraid or reluctant towards the employees' superiors. Servant leadership behavior is important for employees to provide motivation or work enthusiasm. This leader does not prioritize his own needs, instead he prioritizes all the needs of his employees or subordinates to improve performance as is the expected goal of the work unit or company and pays attention to employee job satisfaction.

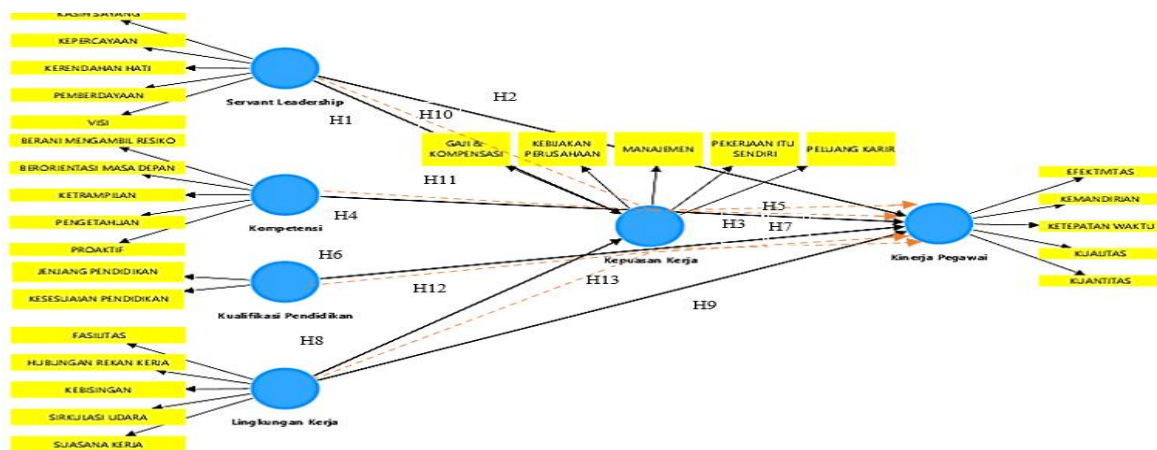
Job satisfaction can be defined as a combination of various emotions, values, and perceptions that a person has about the responsibilities related to their job. The expected level of job satisfaction can help employees achieve company goals and improve their performance at work. The job satisfaction factor is of course related to employee performance: the more satisfied employees are with work in their field, the more satisfied employees are with the results they have achieved. Spector (2022), job satisfaction is a person's evaluation of their field of work as a whole, including job aspects such as salary, work environment and opportunities for development. Meanwhile, Hackman and Oldham (2022) view job satisfaction as a positive feeling that arises when individuals feel actively involved in their work and feel that their work provides added value and satisfaction.

In achieving an employee's performance, it cannot be separated from the work environment, because the work environment is a place to achieve the target goals of their work. A decent, comfortable and safe working environment that is able to provide what employees need is expected to provide a sense of satisfaction and stimulate their work enthusiasm. The work environment even becomes a source of sharing

information and a place or forum for carrying out all activities, so the company provides conducive work environment conditions so that employees feel worthy, satisfied and comfortable indoors or outdoors in completing work. A conducive work environment will have an influence on improving the quality of an employee's performance and will also have an impact on the effectiveness of activities as well as high efficiency of time and resources. The work environment includes what is around employees and influences how they carry out their tasks (Darmadi, 2020). The work environment is all the tools and materials used where someone works and the settings in which they work, both individually and in groups (Prasetyo, 2021).

In additions to the above, there is a gap in the results of previous studies that underlie this research. The results of research conducted by Pala'langan (2021) prove that Servant Leadership has no impact on employee job satisfaction. Research conducted by Adiputra et al. (2017) proves that competency actually has a positive, although not significant, impact on company performance. Apart from that, the results of research conducted by Sundari et al. (2023) shows that, based on direct observations made by the author in January 2023, there are civil servants working at the Pasaman Regency Regional Financial Agency who do not have the competence, expertise and understanding of translating several orders given by their superiors. Meanwhile, research conducted by Sinambela (2020) states that achieving job satisfaction is also hampered if a person's competencies cannot be applied to the right place and job according to their field of expertise. In research conducted by Suharno et al. (2023) stated that educational qualifications do not have a significant impact on performance. In the research results of Kardiasih et al. (2017) proves that the work environment has a positive and insignificant effect on employee performance. The results of this research are in line with what Hanafi et al (2017) stated that the work environment does not have a significant influence on employee performance. This is further strengthened by the results of research conducted by Nurhandayani (2022) which proves that the work environment has an impact, although not significant, on employee performance. However, research conducted by Rastana et al. (2021), proves that the physical work environment has a partially positive and significant impact on employee performance. Plus the research support of Martini et al. (2022) stated that the work environment has a positive and very significant impact on job satisfaction.

From the various journals that have been read, researchers have not found research that examines the effect of educational qualifications on employee performance through job satisfaction and in previous research separately only examined three different variables and no one has examined the four simultaneously, namely servant leadership, competency, and qualification variables education and work environment on performance with job satisfaction as a mediating variable. This research is important to test and prove how the results of the influence between servant leadership, competence, educational qualifications and work environment on employee performance are mediated by job satisfaction, especially to know and proved the results of the mediating effect of job satisfaction on educational qualifications to employee performance. Based on reviews of relevant literature and previous research, the research model utilized in this study can be described as:



**Fig. 1** Theoretical Framework

This study has formulated the hypotheses based on the literature research and figures before;

- H<sub>1</sub>:** Servant Leadership has a positive effect on job satisfaction
- H<sub>2</sub>:** Servant Leadership has a positive effect on employee performance
- H<sub>3</sub>:** Job satisfaction has a positive effect on employee performance
- H<sub>4</sub>:** Competency has a positive effect on job satisfaction,
- H<sub>5</sub>:** Competency has a positive effect on employee performance
- H<sub>6</sub>:** Qualifications have a positive effect on job satisfaction
- H<sub>7</sub>:** Qualifications have a positive effect on employee performance
- H<sub>8</sub>:** The work environment has a positive effect on job satisfaction
- H<sub>9</sub>:** The work environment has a positive effect on employee performance
- H<sub>10</sub>:** Servant Leadership has a positive effect on employee performance with job satisfaction as a mediator
- H<sub>11</sub>:** Competence has a positive effect on employee performance with job satisfaction as a mediator,
- H<sub>12</sub>:** Educational qualifications influence employee performance with job satisfaction as a mediator,
- H<sub>13</sub>:** The work environment has a positive effect on employee performance with job satisfaction as a mediator

**2. Research Method**

This research was conducted at the Regional Office X of the State Civil Service Agency with Civil Servants as research subjects. Regional Office What is interesting is that researchers are interested in choosing this place because apart from the employees of Regional Office Another thing that researchers are interested in conducting research at this office is to explore the influence of various factors that influence organizational performance besides the influence of the work environment. The research population this time was all Civil Servants who worked at the Regional Office X of the State Civil Service Agency totaling 89 people. The number of samples used in this research was 89 people using the saturated sample method because the number of employees is below 100, all employees are used as a sample (population research). Researchers carried out data collection techniques in this research through the results of distributing questionnaires. Distribution of the questionnaire was carried out using a Google form at the Civil Servants Regional Office X National Civil Service Agency. Questionnaires were distributed to Civil Servants of Regional Office X State Civil Service Agency with a Likert scale of 1-10. This research is a type of quantitative research. In this research, quantitative data is score data resulting from distributing questionnaires which are then processed using Smart PLS statistical software, namely Structural Equation Modeling Partial Least Squares (SEM-PLS) version 4.0 (Salisu, 2020)

Table 1. Variables and Indicators

<b>Variables</b>	<b>Definition</b>	<b>Indicators</b>
Employee Performance (Y2)	Defined as the quality and quantity of work achieved by an employee in accordance with the job responsibilities given to him (Mangkunegara in Budiyanto 2020)	1. Quality 2. Quantity 3. Timeliness 4. Effectiveness 5. Independence Source: Robbin in Budiyanto (2020)
Job satisfaction (Y1)	Hackman and Oldham (2022) view job satisfaction as a positive feeling that arises when individuals feel actively involved in their work and feel that their work provides added value and satisfaction.	1. Salary and Compensation 2. Leadership management 3. Career Opportunities. 4. The Work Itself. 5. Company Policy Source: Paul E. Spector (2022)
Servant Leadership (X1)	Greenleaf in Nugraha et al (2023) Servant leadership covers issues such as ethics, customer experience, role modeling, motivation and employee involvement.	1. Affection (Love) 2. Empowerment 3. Vision (Vision) 4. Humility



		5. Trust (Trust) Source: Dennis in Nugraha et al (2023)
Competence (X2)	Assoc Prof. Dedi Rianto Rahadi (2021) states that "Competency" is the knowledge, skills, abilities and behavior used by an employee when carrying out their duties at work.	1. Proactive 2. Dare to Take Risks. 3. Future Oriented. 4. Knowledge and Skills Source: Adiputra (2017)
Educational Qualification (X3)	Atutuli (2007:6) Educational qualifications are a person's individual level of education with special education which will influence their productivity or performance.	1. Education level 2. Educational Suitability. Source: Mulyadi (2015)
Work environment (X4)	The work environment is all the tools and materials used where someone works and the settings in which they work, both individually and in groups (Prasetyo, 2021).	1. Working Atmosphere 2. Colleague Relations 3. Air Circulation 4. Noise. 5. Facilities Source: Nitisemito (2019)

### 3. Result dan Discussion

#### 3.1 Measurement Evaluation or Outer Model

To analyze the research model, the Partial Least Square (PLS) method was used with the SmartPLS 4.0 M3 program tool. There are two basic model evaluations in this test, namely the outer model and the inner model.

3.1.1 **Convergent validity** with reflexive indicators it can be seen from the correlation between scores indicator with variable scores. Individual indicators are considered reliable if they have a correlation value above 0.70. The results of the correlation between dimensions and variables can be seen in Table 2 below;

Table 2. Results of Average Variance Extracted (AVE)

Variables	Average variance extracted (AVE)	Information
X1. (Servant Leadership)	0.741	Valid
X2. (Competence)	0.776	Valid
X3. (Educational Qualification)	0.795	Valid
X4. (Work environment)	0.702	Valid
Y1. (Job satisfaction)	0.728	Valid
Y2. (Employee Performance)	0.803	Valid

Source: Primary data processed, 2024

Based on Table 2, it can be seen that all variables have an Average variance extracted (AVE) value of more than 0.70. So it is stated that all the variables studied in the research model have met convergent validity and the variables used are valid.

3.1.2 **The discriminant validity** test is assessed based on cross loading measurement with the construction. The discriminant validity value is greater than 0.7, then the latent variable is a good comparison for the model. As for the test results discriminant validity Latent variable correlation can be seen in Table 3.

	Job Satisfaction (Y1)	Employee Performance (Y2)	Competence (X2)	Educational Qualifications (X3)	Work Environment (X4)	Servant leadership (X1)
Job Satisfaction (Y1)	<b>0.853</b>					
Employee Performance (Y2)	0.901	<b>0.896</b>				
Competence (X2)	0.907	0.808	<b>0.822</b>			

Educational Qualifications (X3)	0.872	0.758	0.818	<b>0.892</b>		
Work Environment (X4)	0.913	0.865	0.878	0.780	<b>0.838</b>	
Servant leadership (X1)	0.759	0.753	0.709	0.704	0.702	<b>0.861</b>

Source: Primary data processed, 2024

Based on Table 3, it can be seen that all latent variable correlation discriminant validity values for each variable are greater than 0.7 and have higher values compared to other latent variables. Thus, it can be concluded that in the second stage of testing all indicators met the discriminant validity requirements.

### 3.1.3 Composite reliability

Besides testing validity, a reliability test of variables was also carried out which was measured using two criteria, namely composite reliability and Cronbach's alpha from the indicator block that measured the variables. A variable is declared reliable if the composite reliability and Cronbach's alpha values are above 0.70. The output results can be seen in Table 4 below.

#### Composite Reliability Test Results

Variable	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)
X1. (Servant Leadership)	0.912	0.915	0.935
X2. (Competence)	0.880	0.882	0.913
X3. (Educational Qualification)	0.742	0.745	0.886
X4. (Work environment)	0.895	0.906	0.922
Y1. (Job satisfaction)	0.907	0.907	0.930
Y2. (Employee Performance)	0.939	0.939	0.953

Source: Primary data processed, 2024

Results *output composite reliability* and Cronbach's alpha for all research variables are all above 0.70. Thus, it can be explained that all the variables tested were declared reliable so they could be analyzed further.

## 3.2 Evaluation of the structural model or Inner model

The evaluation results of the structural model or inner model are explained respectively as follows:

### 3.2.1 R-square value (R2)

In this structural model, there are three endogenous variables, namely: Job Satisfaction (Y1) and Employee Performance (Y2). The coefficient of determination (R2) for this research can be presented in Table 5 below.

Model Structural	Dependent Variable	R-square	Adjusted R-square
1	Y1. (Job satisfaction)	0.917	0.914
2	Y2. (Employee Performance)	0.839	0.829

Source: Primary data processed, 2024

Based on Table 5, model influence of servant leadership, competence, educational qualifications, and work environment on job satisfaction gives an R-square value of 0.917 which can be interpreted that the Job Satisfaction variable can be explained by variability servant leadership, competence, educational qualifications, and work environment amounting to 91.7 percent, while the remaining 8.3 percent is explained by other variables outside those studied. Next, the influence model servant leadership, competence, educational qualifications, work environment and job satisfaction with employee performance gives an R-square value of 0.839 which can be interpreted that the variability of the Employee Performance variable can be explained by the variability of the Servant Leadership, Competency, Work Environment and Job Satisfaction variables of 83.9 percent, while the remaining 16.1 percent is explained by other variables outside those studied.

### 3.2.2 Predictive Relevance (Structural Q2)

To measure how well the observed values are produced by the model and also the estimated parameters, it is necessary to calculate Q-square. The Q-square value has a value range of  $0 < Q^2 < 1$ , where the closer to 1 means the model is better. Predictive Relevance calculation results are calculated using blindfolding with the following output:

Table 6: Test Results Predictive Relevance (Structural Q<sup>2</sup>)

	SSO	SSE	Q <sup>2</sup> (=1-SSE/SSO)
Y1. (Job satisfaction)	445.000	183.133	0.588
Y2. (Employee Performance)	445.000	130.254	0.707

Source: Primary data processed, 2024

Table 6 shows that the Q-square value for the job satisfaction variable is 0.588, so it can be concluded that the model has good predictive relevance. Thus, it can be explained that the influence model servant leadership, competence, educational qualifications, and work environment on job satisfaction has good relevant predictive ability with a predictive ability value of 58,8%. The Q-square value for the employee performance variable is 0.707 so it can be concluded that the model has good predictive relevance. Thus, it can be explained that the influence model servant leadership, competence, educational qualifications, and work environment on job satisfaction has good relevant predictive ability with a predictive ability value of 70.7%.

### 3.2.3 F - Square (F<sup>2</sup>) Test Results

The effect size F<sup>2</sup> measures the impact of a particular predictor construct on the endogenous construct. This measure is used to evaluate whether the predictor construct if removed will have a large impact on the R-Square values of the endogenous constructs. A guide to assessing F<sup>2</sup> values for exogenous latent constructs in predicting endogenous constructs. The F-Square category is divided into three, namely 0.02 is a weak influence, 0.15 is a medium influence, and 0.35 is a strong influence (Ghozali, 2021:75).

	(Job satisfaction)	(Employee Performance)	Information
X1. (Servant Leadership)	0.060	0.077	Weak/Weak
X2. (Competence)	0.235	0.273	Medium/Medium
X3. (Educational Qualification)	0.286	<b>0.015</b>	<b>Medium/Weak</b>
X4. (Work environment)	0.406	0.072	Strong/Weak
Y1. (Job satisfaction)		0.267	Medium
Y2. (Employee Performance)			

### 3.3 Hypothesis Testing Results

Hypothesis testing is carried out using a t-test by dividing it into testing direct influence and indirect influence or testing mediating variables. In the following section, the results of direct influence testing and mediating variable testing are described respectively.

#### 3.3.1 Direct Effect Testing

This research uses a Partial Least Square (PLS) analysis approach to test the research hypothesis that was stated previously. The results of the empirical research model analysis using Partial Least Square (PLS) analysis can be seen in Figure 2 below.

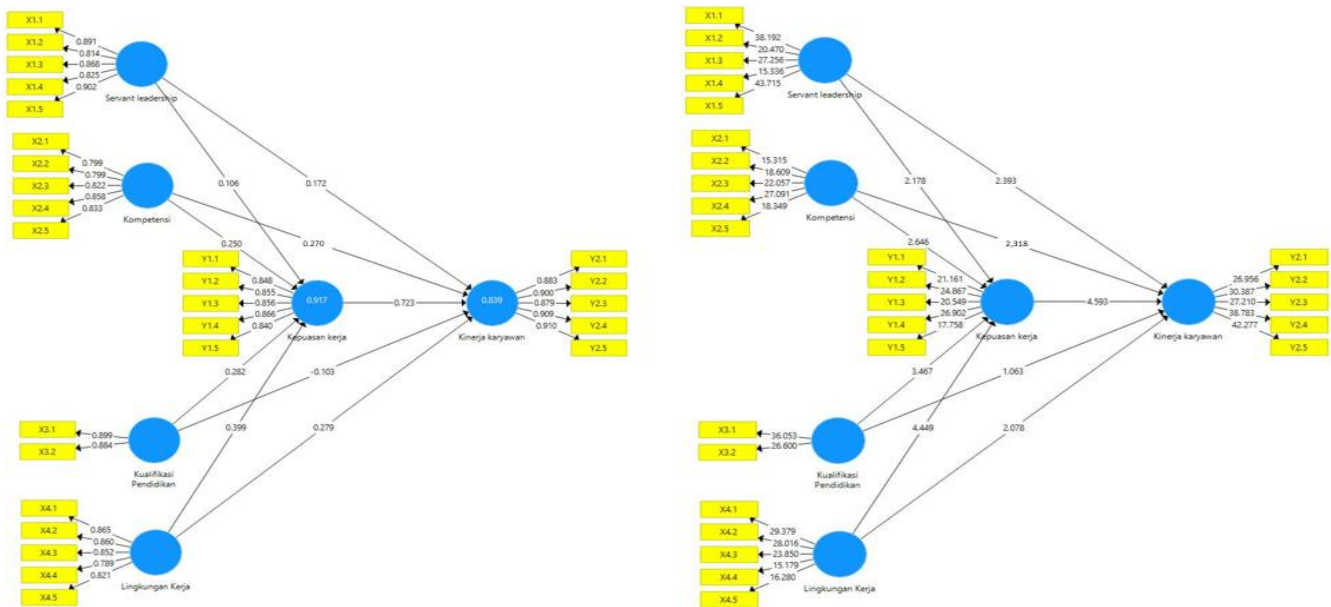


Fig. 2 Inner Model

The results of the path coefficient validation test on each path for direct influence can be presented in Table 8 below;

Table 8. Direct Effect Testing Results (Path Coefficient)

	Relationship Between Variables	Path Coefficient (Bootstrapping)	T Statistics	P Value	Information
<b>H1</b>	X1. (Servant Leadership) → Y1. (Job satisfaction)	0,106	2,178	0,030	H1 accepted
<b>H2</b>	X1. (Servant Leadership) → Y2. (Employee Performance)	0,172	2,764	0,017	H2 accepted
<b>H3</b>	Y1. (Job Satisfaction) → Y2. (Employee Performance)	0,723	4,593	0,000	H3 accepted
<b>H4</b>	X2. (Competency) → Y1. (Job Satisfaction)	0,250	2,646	0,008	H4 accepted
<b>H5</b>	X2. (Competency) → Y2. (Employee Performance)	0,270	2,318	0,000	H5 accepted
<b>H6</b>	X3. (Educational Qualification) → Y1. (Job Satisfaction)	0,282	3,467	0,001	H6 accepted
<b>H7</b>	X3. (Educational Qualification) → Y2. (Employee Performance)	-0,103	1,033	0,288	H7 rejected
<b>H8</b>	X4. (Work Environment) → Y1. (Job satisfaction)	0,399	4,449	0,000	H8 accepted
<b>H9</b>	X4. (Work Environment) → Y2. (Employee Performance)	0,279	2,078	0,017	H9 accepted

Source: Data Processed Results, 2024

The explanation in table 8 above is the result of the hypothesis. There are 8 hypotheses were accepted. First Servant Leadership proven to have a positive and significant effect on Job Satisfaction. Second, Servant Leadership proven to have a positive and significant effect on employee performance. Third Job satisfaction has been proven to have a positive and significant effect on employee performance. Fourth Competency has been proven to have a positive and significant effect on job satisfaction. Fifth Competency has been proven to have a positive and significant effect on employee performance. Sixth Educational qualifications have been proven to have a positive and significant effect on Job Satisfaction. Seventh Work Environment is



proven to have a positive and significant effect on Job Satisfaction. Eighth The work environment has been proven to have a positive and significant effect on employee performance. However, there is one hypothesis is not accepted or rejected educational qualifications have been proven to have a negative and do not significant effect on Employee Performance.

### 3.3.2 Indirect Effect Testing

The testing of the indirect influence hypothesis in this research can be described in Table 9 below:

Recapitulation of Indirect Effect Testing Results

Relationship Between Variables	Path Coefficient (Bootstrapping)	T-Statistics	P-Values	Information
<i>Servant leadership</i> (X <sub>1</sub> ) → Job Satisfaction (Y <sub>1</sub> ) → Employee Performance (Y <sub>2</sub> )	0,077	2,061	0,040	H10 Accepted
Competency (X <sub>2</sub> ) → Job Satisfaction (Y <sub>1</sub> ) → Employee Performance (Y <sub>2</sub> )	0,180	2,351	0,019	H11 Accepted
Educational Qualifications (X <sub>3</sub> ) → Job Satisfaction (Y <sub>1</sub> ) → Employee Performance (Y <sub>2</sub> )	0,204	2,630	0,009	H12 Accepted
Work Environment (X <sub>4</sub> ) → Job Satisfaction (Y <sub>1</sub> ) → Employee Performance (Y <sub>2</sub> )	0,288	2,939	0,003	H13 Accepted

Source: Data Processed Results, 2024

Based on 9 above, the indirect effect can be explained that there are 4 hypotheses were accepted. First job satisfaction mediates the effect of servant leadership on employee performance, second job satisfaction mediates the effect of competence on employee performance, third which means that job satisfaction mediates the effect of servant leadership on employee performance, fourth which means that job satisfaction mediates the effect of work environment on employee performance.

### Indirect Effect Testing (Examination of Mediation Variables)

Examination of mediating variables in this research will examine the mediating role of Job Satisfaction on indirect effects *Servant Leadership*, Competency, Educational Qualifications, Work Environment on Employee Performance. The examination of indirect effects in this research can be seen in the explanation of the analysis results in Table 10 as follows.

Table 10. Recapitulation of Mediation Variable Test Results

Mediation Variables	Path Coefficient	T-Statistics	Mediation Information
<i>Servant leadership</i> (X <sub>1</sub> ) → Job Satisfaction (Y <sub>1</sub> ) → Employee Performance (Y <sub>2</sub> )			
<i>Servant leadership</i> (X <sub>1</sub> ) → Employee Performance (Y <sub>2</sub> )	0,172	2,764	<i>Partial mediation</i> (Weaken)
<i>Servant leadership</i> (X <sub>1</sub> ) → Job Satisfaction (Y <sub>1</sub> ) → Employee Performance (Y <sub>2</sub> )	0,077	2,061	
Competency (X <sub>2</sub> ) → Job Satisfaction (Y <sub>1</sub> ) → Employee Performance (Y <sub>2</sub> )			
Competency (X <sub>2</sub> ) → Employee Performance (Y <sub>2</sub> )	0,270	2,318	<i>Partial mediation</i> (Strengthen)
Competency (X <sub>2</sub> ) → Job Satisfaction (Y <sub>1</sub> ) → Employee Performance (Y <sub>2</sub> )	0,180	2,351	
Educational Qualifications (X <sub>3</sub> ) → Job Satisfaction (Y <sub>1</sub> ) → Employee Performance (Y <sub>2</sub> )			

Educational Qualifications (X <sub>3</sub> ) → Employee Performance (Y <sub>2</sub> )	-0,103	1,033	<i>Full mediation</i>
Educational Qualifications (X <sub>3</sub> ) → Job Satisfaction (Y <sub>1</sub> ) → Employee Performance (Y <sub>2</sub> )	0,204	2,630	
Work Environment (X <sub>4</sub> ) → Job Satisfaction (Y <sub>1</sub> ) → Employee Performance (Y <sub>2</sub> )			
Work Environment (X <sub>4</sub> ) → Employee Performance (Y <sub>2</sub> )	0,279	2,078	<i>Partial mediation (Strengthen)</i>
Work Environment (X <sub>4</sub> ) → Job Satisfaction (Y <sub>1</sub> ) → Employee Performance (Y <sub>2</sub> )	0,288	2,939	

Source: Data Processed Results, 2024

Based on the criteria in examining the mediation effect, then from table 10 above, information can be obtained as presented in the following explanation:

- 1) The job satisfaction, is included in the direct relationship between servant leadership and employee performance, it is significant. then the job satisfaction variable acts as partial mediation. Because the value of the path coefficient and t-statistic after the mediating variable is lower, it shows that the mediating variable of job satisfaction weakens the effect of servant leadership on employee performance. So, it can be represented that job satisfaction as a partial mediation variable weakens the relationship. Based on these results it can be interpreted that Employee Performance can be further increased if Servant Leadership is implemented the better and the employees have a feeling high Job Satisfaction, so that in the end employee performance will increase.
- 2) The job satisfaction, is included in the direct relationship between competence and employee performance, it is significant, the job satisfaction variable acts as a partial mediation. Because the value of the path coefficient and t-statistic after the mediating variable is higher, it shows that the mediating variable of job satisfaction strengthens the effect of competence on employee performance. So, it can be represented that job satisfaction is a partial mediation variable that strengthens the relationship. Job Satisfaction is able to mediate partially (strengthens) on the influence of Competency on Employee Performance. It's can be interpreted that Employee Performance can increase if employees have sufficient competency the better and the employees have a feeling high Job Satisfaction, so that in the end employee performance will increase.
- 3) When the mediating variable, namely job satisfaction, is included in the direct relationship between educational qualifications and employee performance, it is significant. Then the job satisfaction variable acts as a full mediation. Because in the initial relationship (direct effect) of educational qualifications to employee performance that has no effect but after the mediating variable there is a significant relationship from educational qualifications to employee performance. So, it can be represented that job satisfaction is a full mediation variable. On these results it can be interpreted that Employee Performance can increase further if employees have the better adequate educational qualifications and the employees have a feeling high Job Satisfaction, so that in the end employee performance will increase
- 4) The job satisfaction mediating, is included in the direct relationship between the work environment and employee performance, it is significant. then the job satisfaction variable acts as a full mediation. Because the value of the path coefficient and t-statistic after the mediating variable is higher, it shows that the mediating variable of job satisfaction strengthens the effect of the work environment on employee performance. So, it can be represented that job satisfaction is a partial mediation variable that strengthens the relationship. On these results it can be interpreted that Employee Performance can increase if employees accept the conditions of the working environment better and the employees have a feeling high Job Satisfaction, so that in the end employee performance will increase

#### 4. Conclusions

From the test results above can be concluded as follows; The better implementation of servant leadership, the more employee job satisfaction will increase and also the more employee performance will increase. In same case, the higher job satisfaction felt by employees, will make better the performance produced by employees. When talk about competency, an improved the competency better an employee has, the employee job satisfaction will also increase and the greater the employee's sense of performance will increase too. As we know that people want to achieve education to improve their competence and quality of life. So, the better the educational qualifications an employee has, the employee job satisfaction will increase. However, the result from this research even though the better the educational qualifications an employee has, it doesn't make employee performance will increase. The better the work environment to be provide, the greater the employee's sense of job satisfaction and then make the more employee performance will increase. The result from this research, when talk about in examining the mediation effect, Employee Performance can be further increased if Servant Leadership is implemented the better and the employees have a feeling high Job Satisfaction, if employees have sufficient competency the better and the employees have a feeling high Job Satisfaction, if employees have adequate educational qualifications the better and the employees have a feeling high Job Satisfaction, if employees accept the conditions of the working environment better and the employees have a feeling high Job Satisfaction, so that in the end employee performance will increase too.

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