

**IMPACT OF SERVICE LEADERSHP, REWARDING EMPLOYEE PERFORMANCE WTH
JOB SATISFACTION AS AN INTERMEDIATE VARIABLE
(Study On Economic Organization Employees In Central Java)**

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Abstract : *The cause of this have a look at changed into to identify and look at the effect of servant management, compensation, and process pleasure as intervening variables on worker performance. The populace of this have a look at changed into financial institution personnel in Central Java. The populace of this have a look at is running in banks in Central Java. The pattern for this survey consisted of one hundred respondents. Samples have been received primarily based totally on easy random sampling. SEM-AMOS changed into used because the information evaluation approach on this have a look at. The result is that praise no longer affects performance, process enjoyment definitely affects performance, servant management definitely affects performance, and praise definitely affects process enjoyment. This shows that servant management has a positive impact on work. joy.*

Keywords: *Servant Leadership, Compensation, Job Satisfaction, Banker Performance*

1. INTRODUCTION

Human Resources according to (Filatrovi, Yuniawan, & Kristanto, 2018), has a role in the ongoing life of existing organizations, especially human resources are the most strategic resources in times. Human resources are the most important factor in managing other resources. Especially in the era of globalization, which causes competition between company organizations to be increasingly tight, every company is competing in creating their best products or services in order to attract consumers to use their products or services.

In the world of banking, the performance skilled in direct need as banks turning wheels the banking industry in turning the wheels of the national economy. The main reason is that banks play a major role in the three main drivers of the national economy, including and all import and export activities. Consumption and investment contribute to 80% of the economy.

In Sulistyani's performance (Sulastin, Brahmasari, 2019), a person's combination, efforts, that can be judged by work. Performance can be defined as an employee taking on tasks at work that must be consistent with the organization's work program in order to demonstrate the organization's level of performance in achieving its vision and goals. Often. Performance is a function work within an organization at a particular point in time and reflects how well an individual or group meets their job needs to achieve organizational goals (Sulastin, Brahmasari, 2019).

One of the factors that affects performance is servant leadership. A leader's purpose is to serve the interests of the people he leads. Orientation is not the interests of the individual or of a particular group, but the interests of the organization and those of subordinates he leads. Chung, Megginson, and Wilson Bangun (Filatrovi et al., 2018) define leadership as the ability of a servant to influence the personalities of others for a specific purpose. Greenleaf in (Akbar & Nurhidayati, 2018).

In addition to servant leadership, compensation is also an aspect that influences performance. According to Riva'i in (Aprilliansyah, Astuti & Difficultyo, 2018), there are direct and indirect monetary rewards. Direct compensation includes payment of employee salaries in the form of wages, salaries, bonuses and commissions. Indirect rewards or benefits include achievements that do not involve direct financial rewards.

According to Titissari (Susilo, 2015), job satisfaction is related to one's job, opportunities for promotion, relationships with colleagues, supervision and satisfaction with one's job itself, and remuneration as a variable that mediates employee performance.

2. LITERATURE REVIEW

2.1. Job Performance

In practice, performance is often also called job performance, according to Robbin in (Husnul Hatimah, 2020). The term performance comes from the concept of work his performance which means the performance of a person's performance. Interpretation of competence as a result of a person fulfilling his obligations according to assigned tasks.

Defines performance as job performance in (Husnul Hatimah, 2020). This is a comparison of an employee's actual performance to their expected job performance. Performance therefore focuses on the results of his work. According to Gorda in (Husnul Hatimah, 2020). The resulting output contains both tangible and intangible task implementation results. Bernardin and Russel (Mas'ud & Immanuel, 2017) found that the indicators used to assess employee performance included job quality, punctuality, work efficiency, supervisor need, and other factors. He says he has a good relationship with his employees.

From the above, it is clear that the results of work are the results of work, and actions and efforts are required to know the results of work (work results) more accurately. This commitment is one of the functions and responsibilities of organizational and business leaders.

2.2. Servant Leadership

Servant leadership was first introduced in Robert K. Greenleaf's book *The Servant as Leadership*. This is a leader the principle of serving his employees without expecting anything in return (Sendjaya in (Hariyono & Andreani, 2020). Servant Leadership is a leadership style with the principle of serving and sincerity towards others (Sendjaya in (Hariyono & Andreani, 2020).

Spears in (Hariyono & Andreani, 2020), said Servant Leadership has several characteristics, namely:

- Listening, leaders with servant leadership style are superiors who want to respect and listen to the complaints of their employees.
- Empathy, a leader who has a sense of respect for the feelings of others.
- Healing, can create emotional and psychological healing for leaders and employees.
- Commitment to the Growth of People, leaders are committed to helping employees to grow and develop, both in character and in terms of work.

- Building Community, building a community to provide a place for employees to feel comfortable, safe, and have good relationships with one another.
- Stewardship, teaches openness in building a relationship to build trust in others.
- Foresight, the leader must have accuracy when dealing with everything.
- Conceptualization, Long-term and conceptual thinking to address existing problems and challenges.
- Persuasion, trying to build the confidence of employees and all parties related to their business.
- Awareness, Servant Leadership instills awareness in the company and the employees it leads.

2.3. Compensation

Income received by an employee, directly or indirectly, in the form of money, and is a form of expense that a company must bear in the hope of benefiting from the employee in the form of work performance. (Hasibuan in (Rusman Hidayat & Heryanto), 2019. Habibie then said in (Husnul Hatimah, 2020) that rewards or rewards are given to workers and are the result of their work.

2.4. Job Satisfaction

According to Robbins in (Ali Muktar Sitompul, Marhalinda, 2020), job satisfaction in general is the relationship between an individual and their job, the rewards offered and the environment, and vice versa; If you don't like it, it creates a sense of dissatisfaction. Their work, the remuneration they are given are not reasonable, and the working environment is also bad. Individual employees have different satisfaction standards among employees, so the standard levels of job satisfaction should be different.

2.5. Theoretical research framework model

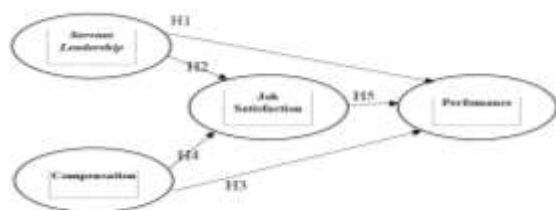


Figure 1. Research Framework Model

3. RESEARCH METHOD

According to (Filatrovi et al., 2018), the data sources used are primary data, and primary data is useful information that can be obtained directly from the source. Sampling in this study is simple random sampling. The sample for this study was bank employees in Central Java, which originally included 113 individuals. However, not all questionnaires could be processed, there were 13 questionnaires that could not be included in the processing because some respondents entered values in the same range, and the data to be processed was 100 respondents. The structural equation model of the AMOS program was used to test H1 through H5 in this study.

4. RESULT AND DISCUSSION

Most respondents are male, with 53% more male employees than female respondents in this survey. In addition, the results obtained were highest among respondents who worked for one year, at 36% of her total of 100 respondents who participated in this survey.

From the displayed data processing results, it can be seen that there is no strain C.R. outside the range of ± 2.58 . Therefore, it can be said that the survey data used met the data normality requirement or that the survey data were normally distributed. Based on the sample covariance determinant results, the numbers are not close to zero, so multicollinearity is not indicated.

Based the effects of facts processing, the general impact of praise variables on activity pride is 0.680. The general effect of reimbursement variables on worker overall performance is 0.226. Based on the general impact of variable servant management on activity pride of 0.395. The typical impact of servant management variables on worker overall performance is 0.494. The typical impact of activity pride on worker overall performance is 0.218. Moreover, there may be a high quality direct impact of 0.304 among reimbursement and activity pride. The high quality direct impact of reimbursement on worker overall performance is 0.039. There is likewise a high quality direct impact among displaying management with activity pride of 0.298. Based the high quality direct impact of servant management on .340 worker overall performance. On the opposite hand, the activity pride variable has a high quality direct impact of 0.240

A based review of literature led the researcher to develop five of his empirical hypotheses that were tested using his AMOS 23 software. The model was tested based on questionnaire data from up to 100 respondents of bank employees in Central Java. Analysis of the full structural equation model results in a goodness-of-fit index of chi-square = 96.750. Probability = 0.517, GFI = 0.896; TLI = 1.002; CFI = 1000; RMS value = 0.000 ;indicating that the developed model meets the requirements and can be approved. The developed causality hypothesis was tested with the SEM critical ratio test.

5. MANAGERIAL IMPLICATIONS AND CONCLUSION

The conclusions for the five hypotheses are:

1. Servant management undoubtedly influences activity pride. Good and powerful management and activity pride result in higher worker performance.
2. Rewards on activity pride have a high-quality effect.
3. Job pride has a high-quality effect on worker performance. Job pride additionally ends in desirable performance.
4. Servant leadership influences employee performance. Leaders who want to serve can improve employee performance.
5. Compensation does not affect employee performance. Compensation given well does not necessarily lead to good banking employee performance.

While the purpose of this study which has an impact on managerial implications is to find answers to the research problems proposed. The results of this study prove and lead to conclusions to answer the research problem briefly to produce the basic processes for improving servant leadership and compensation in increasing job satisfaction, including:

First, to get job satisfaction in influencing the performance of banking employees. That is, if the service leadership feels good, then employees will feel satisfaction with their work which can lead to good performance as a result of satisfaction with serving leadership and job satisfaction.

Second, to get activity delight in influencing the overall performance of banking personnel is to have a take a observe the quantity of repayment, if the repayment given is deemed enough for you to create a feel of delight with their work, after personnel are glad with their work will make their overall performance properly due to suitable repayment and lead to delight.

6. RESEARCH LIMITATIONS

Some boundaries of the take a look at that may be drawn from this take a look at are:

1. The effects of this take a look at can not be generalized to other instances outdoor the scope of this take a look at. Bank clerk in Central Java
2. In a very short period of time, the researchers distributed the questionnaire, which prevented many respondents from asking detailed questions.

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