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**THE EFFECT OF SERVANT LEADERSHIP,
ORGANIZATIONAL CULTURE IN
EMPLOYEE PERFORMANCE MEDIATED
BY JOB SATISFACTION (STUDY CASE OF
AL-KAHFI ISLAMIC BOARDING SCHOOL,
SOMALANGUN, KEBUMEN)**

***Abstract:** the purpose of this research is to examine the effect of servant leadership and organizational culture on employee performance mediated by job satisfaction (the study case on employee al-kahfi Islamic boarding school somalangu, kebumen). This research uses quantitative approach, data collected from 100 respondents which are the employee of al-kahfi Islamic boarding school somalangu, kebumen. The SmartPLS30 is used as tool of analysis with SEM analysis method (Structural Equation Modeling). The results of this research show that servant leadership had positive effect and significant on job satisfaction and servant leadership doesn't affect on the employee performance. Organizational culture had positive effect and significant on the employee performance and job satisfaction. Job satisfaction had positive relationship and significant on employee performance, job satisfaction mediate relationship between servant leadership and employee performance, job satisfaction mediate relationship between organizational culture and employee performance*

***Keywords:** servant leadership, organizational culture, employee performance, job satisfaction..*

1. Introduction

Al-kahfiislamic boarding school somalangu is one of the oldest islamic boarding school in shoutheastasia which still exists until now, al-kahfiislamic boarding school somalangu was founded In 25 sya'ban 879 H, coincided on Wednesday, January 4, 1475 AD by a scholar from the hadharamaut named Shaykh As Sayid Abdul Kahfi Al-Hasani with the original name Sayid MuhammadHasani.

Al-KahfiSomalangu Islamic boarding school is a proof of the successful leadership is

carried out by a religious leader, Al-KahfiSomalangu Islamic boarding school is able to survive until now because of the leadership of a religious leader who is able to manage his organization well, because the principle of organization and a leader becomes a link which cannot be separated. The development that occurs in an organization is determined by how and the influence given by the leader. In an organization, the implementation of tasks by workers is affected by the leadership of a leader. A weak leadership can certainly

inhibit operational activities, and conversely strong leadership boosts achievement of subordinates and activities in achieving goals. Good leadership can create a conducive climate for achieving common goals. In the context of Islamic boarding school, the leadership of the kiai (the religious leader) greatly determines the process of the development of *pesantren* (Islamic boarding school). He arranged the rhythm of the development and continuity of the Islamic boarding school with expertise, the depth of knowledge and skills. Therefore, it is not uncommon that an Islamic boarding school does not have neat educational management, because the growth and development of an Islamic boarding school depends entirely on the personal abilities of religious leader itself.

The leadership of kiai (the religious leader) is the core management of a *pesantren* and even becomes the driving force in developing Islamic boarding schools. Kiai in the Islamic boarding school environment has a big role in both the *santri* (student of the Islamic school) and the environment. The unique leadership style made the kiai a role model that was greatly admired by his followers, especially the *santri*. Kiai are called emerging leaders, non-formal leaders who are appointed by society, and actual leaders, leaders who are recognized by the community because of their charisma. Kiai with his charisma is not only categorized as a religious elite, but also as elite *pesantren* (Islamic boarding school) and community leaders who have high authority in storing and disseminating religious knowledge and competency in coloring the style and form of leadership, especially in Islamic boarding schools.

Servant leadership is a leadership which starts from a sincere feeling that arises from a heart that is willing to serve (Autry, 1977; in Greenleaf, 2002). The orientation of servant leadership is to serve followers with spiritual moral standards. The leader of Servants usually place followers needs as the

top priority and treat them as coworkers, so that the closeness between both of them is very tight because they are involved with each other.

Thus, good leadership can improve the ability of subordinates to show the quality of work to the maximum, so that the achievement of goals can be done effectively and efficiently. In addition to leaders, the factors that can affect performance itself are organizational culture. An employee will feel comfortable working if the values they adhere to are in accordance with the values applied by the organization. This will make employees easy to adapt to the organizational environment, so employees will be motivated and improve their performance better.

Organizational culture is the "spirit" of the organization, because there is a philosophy, vision and mission of the organization that will become an important force for companies to compete. Organizational culture is formed from the organization's philosophy and values adhered to by human resources in the organization, but the role of the leader or top management is very large in the formation of organizational culture.

Based on the description above shows that Leadership and organizational culture have their own meaning, role, and position in increasing Job Satisfaction and improving employee performance. Therefore the researcher interest in taking the title as above and doing research in the Al Kahfi Islamic boarding school Somalangu because it is the oldest boarding school in Southeast Asia that has survived until today. So that researcher want to know the service leadership and organizational culture as applied by the organization so that it can survive until now and measure the extent of the impact that servant leadership and organizational culture have on job satisfaction and employee performance within the scope of Islamic boarding schools. Especially in the Al-Kahf Islamic boarding school Somalangu which is the oldest Islamic boarding school in

Indonesia. Seeing the reality above, the author feels interested in examining the influence of Servant Leadership, Organizational Culture on Employee Performance Mediated by Job Satisfaction at Al-Kahfi Islamic Boarding School somalangu in Kebumen, Central Java

1. Literature Review

Servant leadership is an ethical leadership concept introduced by Robert K. Greenleaf (1904-1990) in 1970 with his book entitled *The Servant as Leader*. Greenleaf is the Vice President of American Telephone and Telegraph Company (AT & T). The main objective of Greenleaf's research and observations on servant leadership is to build a condition of a better and more caring society. Greenleaf is of the view that what a great leader does is serving other first. True leadership arises from those whose main motivation is the desire to help others.

Indicator of Servant Leadership

The framework is proposed by Barbuto and Wheeler, 2006 (in Zhang et al 2016) with a natural dimension of desire to serve others, which is the basis for Servant Leadership mentioned in the writings of Greenleaf. The desire to serve is embedded in all servant leadership concepts. The dimensions of Servant Leadership using the development of dimensions from Barbuto and Wheeler (2006) the dimensions of Servant Leadership are as follows:

1. Actions (Altruistic Calling)

Describes the strong desire of the leader to make a positive difference in the lives of others and put the interests of others above his own interests and will work hard to meet the needs of his subordinates.

2. Empathy (Emotional Healing)

Describe the commitment of a leader and his skills to improve and restore the spirit of subordinates from trauma or suffering.

3. Wise (Wisdom)

Describes easy leaders to capture the signs in their environment, so that they understand the situation and understand the implications of the situation.

4. Finding a Solution (Persuasive Mapping)

Describing the extent to which leaders have the skills to map problems and conceptualize the highest possibilities for occurrence and urge someone to do something when articulating opportunities

5. Organizational Stewardship

Describing the extent to which leaders prepare organizations to make positive contributions to their environment through community service programs and community development and encourage higher education as a community.

Organizational culture is the values that are considered important and are believed to be true by each member of the company to be used in solving external and internal problems that occur within the company itself. Organizational culture is a philosophy created by the founder of the company and then developed to be used as a handle in acting and acting for all employees. This is in accordance with the expert's severe opinion. Wibowo (2013: 17) said that "organizational culture is shared values and norms contained in an organization and teaches workers who come". This definition suggests that organizational culture involves shared beliefs and feelings, order in behavior and historical processes to carry on values and norms.

Organizational Culture Indicator

Organizational culture in an organization is different from one in another organization. Organizational culture shows certain characteristics, traits, or characteristics that show similarities. The terminology that experts use to show organizational cultural characteristics varies greatly.

This shows the variety of characteristics, traits, and elements found in organizational culture. Organizational cultural indicators according to Robbins, 2008 (in Pawirosumarto, et al, 2017) are as follows:

1. Innovation and courage to take risks (innovation and risk taking), is the extent to which organizations encourage employees to be innovative and take risks. In addition, how organizations give value to the actions of risk taking by employees and generate employee ideas.
2. Attention to detail (attention to detail), is how far the organization expected the employee to show accuracy, analysis and attention to details.
3. Results-oriented (outcome orientation), is how far the management focuses on results compared to attention to the techniques and processes used to achieve these results such as analyzing and evaluating the implementation of tasks.
4. Human oriented (people orientation), is how far the management decisions take into predict the effects of results on people in the organization such as encouraging employees who carry out their ideas, giving awards to employees who succeed in implementing ideas.
5. Team-oriented (team orientation), is an organization that always supports individuals to collaborate in existing teams such as management support for employees to work together in a team, management support to maintain relationships with colleagues in other team members.
6. Aggressiveness, is how far people in the organization are aggressive and competitive to run the best organizational culture such as healthy competition between employees in their work, employees are encouraged to achieve optimal productivity.
7. Stability, is how far organizational activities emphasize (status quo) as a contrast to growth such as management retains potential employees, evaluation of rewards and performance by management is

emphasized on individual efforts, although seniority tends to be the main factor in determining salary or promotion.

Job satisfaction

Every person who works expects to get satisfaction from where he works. Basically, job satisfaction is an individual thing because each individual will have different levels of satisfaction according to the values that apply in each individual. The more aspects in the work that are in accordance with the wishes of the individual, the higher the level of satisfaction felt.

According to Kreitner and Kinicki (2011) job satisfaction is "an effectiveness or emotional response to various aspects of work". Davis and Newstrom (1985; 105) describe "job satisfaction is a set of employee feelings about whether or not their work is pleasing". According to Robbins (2003; 78) job satisfaction is "a general attitude towards one's work that shows the difference between the number of awards received by workers and the amount they believe they should receive".

Indicator of job satisfaction

Job satisfaction indicators according to Smith et al, 1969 (in Pawirosumarto, et al, 2017) as follows:

1. The work itself (Work it Self)

Every job requires a certain skill in accordance with their respective fields. Difficult or not a job and a person's feelings that their expertise are needed in doing the job, will increase or reduce satisfaction.

2. Relations with the boss (Supervision)

Consistency leadership related to job satisfaction is consideration. Functional relationships reflect how far employers help workers to satisfy work values that are important to the workforce. The overall relationship is based on interpersonal interests that reflect basic attitudes and similar values, for example both have the same view of life. The highest level of job satisfaction with employers is if the two

types of relationships are positive. Bosses who have the characteristics of a transformational leader, the workforce will increase their motivation and at the same time be satisfied with their work.

3. Workers (workers)

A coworker is a factor that is related to the relationship between an employee and his boss and with other employees, both is the same and the different types of work.

4. Promotion (promotion)

Promotion is a factor associated with the presence or absence of an opportunity to obtain a career increase during work.

5. Salary or pay (pay)

Salary or pay (pay) is a factor in fulfilling the life needs of employees who are considered appropriate or not.

Employee Performance

Performance according to Mathis & Jackson (2002) is what employee does or what employee do not do. Bernardin&Russel (in Ruky, 2002) defines performance as a record of the results obtained from certain job functions or activities in a certain period of time. Cascio (1992) states that performance refers to employee performance from a given task. Gibson (2009) defines performance as a result of work related to organizational goals such as quality, efficiency, and other effectiveness criteria.

Employee Performance Indicators

Performance is a record of the results obtained from certain job functions or activities in a certain period of time (Bernardin&Russel, 1998: 239).

There are six dimensions that can be used to measure employee performance, namely:

1. Quality in doing a job; that is the level of the results of activities carried out near perfect or in another sense has completed and fulfills the expected goals of an activity
2. Quantity generated from a job; is the

amount produced, expressed in terms of a number of units or is the number of cycles of an activity that has been completed.

3. Timeliness to complete a job, it seen from the level of activity that has been completed in the desired initial period, which is seen from the angle of output produced and maximizing the time available for other activities.

4. Effectiveness for completing a job is the level of use of resources from the organization that is maximized with the intention of benefiting from each use of resources and also reducing losses.

5. Independence to do and complete a job is the level at which an employee without asking for help, guidance, and supervision can carry out his work function, or does not involve supervisory interference in carrying out his work function.

6. Work commitment shown by the employee to the organization where he works; the level at which an employee has a work commitment to the company and responsibility in working with the company.

2. Hypothesis Development

Effects of Servant Leadership on Job Satisfaction

Research conducted by Donghong, Haiyan and Qing (2012) is a study that focuses on examining the influence of servant leadership and employee loyalty by mediating job satisfaction on 186 employees in Chinese companies, this study uses servant leadership variables, job satisfaction as mediation and employee loyalty. The results of this study found that to increase employee loyalty not only apply servant leadership leadership style but also must consider employee satisfaction, thus servant leadership relates to employee job satisfaction.

Akdol&Sebnem, (2017), test the relationship between Servant Leadership and Job

Satisfaction results show that the Servant Leadership variable has a positive effect on job satisfaction. Zhang, Zhonghua, Lee, (2014) examined the relationship between Servant Leadership and Job Satisfaction. Survey data obtained from a sample of 2,089 teachers from 117 primary and secondary schools in Hong Kong, the results showed that the Servant Leadership variable had a positive effect on job satisfaction

Jae Hee, (2017), examines the relationship between Servant Leadership and Job Satisfaction in the marine industry in Korea. Samples are obtained from questionnaire surveys from sample population of seafarers who are members of a maritime company in the Republic of Korea, the results show that the Servant Leadership variable has a positive effect on job satisfaction. While the research was conducted by Farrington & Lillah, (2018). The aim of this study was to investigate the influence of servant leadership on job satisfaction in private health care practices. Data collected from 241 questionnaires that can be used have been statistically analyzed. the results show that the Servant Leadership variable has a positive effect on job satisfaction.

H1: Servant Leadership has a positive effect on Job Satisfaction.

Effect of Organizational Culture on Job Satisfaction

Research conducted by Barbara and Dormio, (2012). With the title "The impact of organizational culture on job satisfaction of knowledge workers" shows that organizational culture has a positive effect on job satisfaction. Furthermore, the results of research conducted by Nayak Bandana, Barik Anil (2013), with the title "Assessment of the link between Organizational Culture and Job Satisfaction (Study of an Indian Public Sector)" showed that organizational culture had a positive effect on job satisfaction.

Qazi, Miralam, & Bhalla, (2017). The

purpose of this study is to test the level of Job Satisfaction and Organizational Culture in the retail sector. This study was conducted on 436 employees of the organized retail sector randomly using the questionnaire method. The results obtained indicate that employees are experiencing a moderate level of OCTAPACE culture as well as a moderate level of job satisfaction and dominant cultural components including Openness and Risk Taking, Confrontation, Pro-Action, Collaboration and Experiments. It was further explored and found that there was a significant positive correlation between organizational culture and job satisfaction. Park & Kim, (2009), Tawfik, Eman, & Shawky, (2012), Cronley & Kim, (2017), Belias & Koustelios, (2014). From the above several studies show that organizational culture has a positive influence on job satisfaction

H2: Organizational Culture has a positive effect on Job Satisfaction.

Effect of Job Satisfaction on Employee Performance

The research conducted by Shahzad, Kanwal, (2018), with the title "Decision Making Participation Eulogizes Probability of Behavioral Output; Job Satisfaction, and Employee Performance (Evidence from Professionals Having Low and High Levels of Perceived Organizational Support)", the results showed that satisfaction work has a positive effect on employee performance. Furthermore, from Kasemsap (2013), one of the things examined in his research reviewing the relationship of employee job satisfaction to employee performance shows that there is a positive relationship between employee job satisfaction and employee performance in a Thai sugar company.

The next study is related to job satisfaction on employee performance, that is Sununta Siengthai and Patarakhuan Pila-Ngarm, (2016). Muna, Zain, & Shaju, (2017), Inuwa, (2016), Fu & Deshpande, (2014),

Ghufran& Khan, (2016) show that job satisfaction variables have a positive effect on employee performance.

H3: Job Satisfaction has a positive effect on Employee Performance.

Effects of Servant Leadership on Employee Performance

Research conducted by Otero, Varela, Bande, (2016). With the title "Supervisory Servant Leadership and Employee Work Role Performance: A Multilevel Mediation Model", the sample used in this study consisted of 181 salespeople and 83 sales managers. The results showed that Servant Leadership had a positive influence on employee performance. , &Rahardjo, (2016) with the title "The Effect of Servant Leadership to Rewards, Organizational Culture, and its Implication to Employee's Performance", this study was conducted at Bank BTN whose results showed that Servant Leadership variables had a positive effect on employee performance.

Myriam, Kathleen (2016), examines the relationship between Servant Leadership and employee performance, the results show that the Servant Leadership variable has a positive effect on employee performance. Whereas research conducted by Li, Qiu, Canhua, (2016), examines leadership serving the CEO. Data samples were taken from 92 hotels in China. The results show that the Servant Leadership variable has a positive effect on employee performance.

H4: Servant Leadership has a positive effect on Employee Performance.

Effect of Organizational Culture on Employee Performance

Agwu, (2014) This study was titled "Organizational Culture and Employees of Nigeria's National Agency for Food and Drug Administration and Control (NAFDAC) Performance". This study discusses organizational culture and employee performance at the National Food

and Drug Administration and Control (NAFDAC) level, Nigeria. The design of this study was descriptive and used 420 samples randomly selected from state offices in Nigeria. The results of his research show that organizational culture has a positive effect on employee performance.

Research conducted by Pawirosumarto, Sarjana, &Gunawan, (2017) on the influence of work environment, leadership style and organizational culture on job satisfaction and its implications for employee performance. The study population was all 642 employees of Parador Hotels and Resorts, Indonesia. The findings indicate that the work environment, leadership style and organizational culture have a positive and significant impact on job satisfaction. Wambugu, (2014). This research is entitled "Effects of Organizational Culture on Employee Performance (Case Study of Wartsila -Kipevu Ii Power Plant)". The method of data retrieval uses questionnaires and the research sample consists of 63 staff members from organizations at various levels. The results of the study show that organizational culture has a positive effect on employee performance.

Shahzad, (2014). This study entitled "Impact of organizational culture on employees' job performance: An empirical study of software houses in Pakistan". The research data was collected through formal and informal questionnaires and interviews. the number of samples is 110. The results of this study indicate that organizational culture has a significant positive effect on employee performance.

H5: Organizational Culture has a positive effect on Employee Performance.

The Effect of Servant Leadership on Employee Performance mediated by Job Satisfaction.

Research conducted by Pawirosumarto, Sarjana, &Gunawan, (2017) on the influence of work environment, leadership style and

organizational culture on job satisfaction and its implications for employee performance. The study population was all 642 employees of Parador Hotels and Resorts, Indonesia. The findings indicate that the work environment, leadership style and organizational culture have a positive and significant impact on job satisfaction and job satisfaction mediating servant leadership to employee performance. Otero, Varela, Bande, (2016). With the title "Supervisory Servant Leadership and Employee Work Role Performance: A Multilevel Mediation Model", the sample used in this study consisted of 181 salespeople and 83 sales managers. The results showed that Servant Leadership had a positive effect on employee performance.

Myriam, Kathleen (2016), Li, Qiu, Canhua, Junbao (2016). This study examines the relationship between Servant Leadership and employee performance, the results show that the Servant Leadership variable has a positive effect on employee performance. While the research was conducted by Farrington & Lillah, (2018). The aim of this study was to investigate the influence of servant leadership on job satisfaction in private health care practices. Data collected from 241 questionnaires that can be used have been statistically analyzed. The results show that the Servant Leadership variable has a positive effect on job satisfaction. Akdol & Sebnem, (2017) Zhang, Zhonghua, Lee, (2014). The results of his research show that servant leadership has a positive effect on job satisfaction. From several studies above, the authors are interested in seeing whether Servant leadership has a positive effect on Employee Performance through Job Satisfaction.

H6: Servant Leadership has a positive effect on Employee Performance mediated by Job Satisfaction.

The Effect of Organizational Culture on Employee Performance mediated by Job Satisfaction.

research conducted by Syauta, et, al (2012) on the Effect of Organizational Culture, Organizational Commitment to Job Satisfaction and Employee Performance (Study on PDAM Jayapura, Indonesia Papua). The results show that organizational culture does not directly affect employee performance, organizational culture can affect performance if mediated by job satisfaction. Research conducted by Shahzad, (2014). Wambugu, (2014). Agwu, (2014) and Sihombing, Mussadieq, Hamied, & Rahardjo, (2016) show that Organizational Culture has a positive effect on Karyawan's Performance. Meanwhile research conducted by Barbara and Dormio, (2012). Nayak, Barik (2013), The results of their research show that organizational culture has a positive effect on job satisfaction. In this case the writer wants to see whether employee performance is influenced by organizational culture through job satisfaction.

H7: Organizational Culture has a positive effect on Employee Performance mediated by Job Satisfaction.

Research design

This research is associative causal using a quantitative approach. Causal asosaitif research is research that aims to examine the influence of two or more variables, it is looking for a cause between the independent variables and the dependent variable. This study aims to examine the effect of servant leadership and organizational culture on employee performance with job satisfaction as a mediating variable conducted at the AL-Kahf Islamic Boarding School Somalanguin Kebumen. The data collection technique is a questionnaire given to respondents to be filled in according to the actual situation.

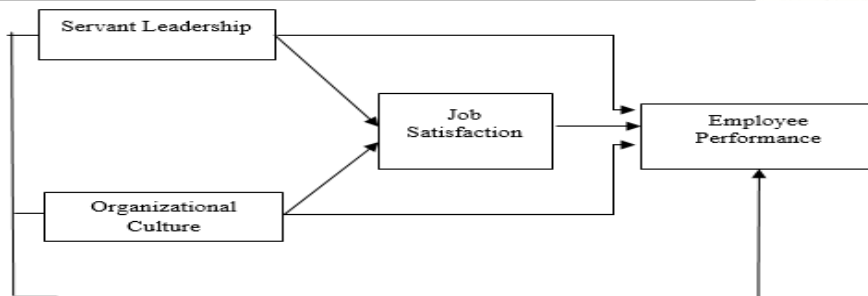


Figure 1 reaseach model

Population and Samples

Population is the whole group of people, events, or other things that want to be tested by researchers (Sekaran, 2006). Population in this study are all employees of Islamic boarding school Al-Kahfisomalangu. Samples are a subset of population units(Kuncoro, 2009). The sample criteria in this study are teachers and religious teachers / teachers who are in the Islamic boarding school environment.

The sample is part of the number and characteristics of the population. The technique in taking samples in this study uses probability sampling techniques, that is sampling techniques that provide equal opportunities for each population element to be selected as members of the sample (Sugiyono, 2016: 81). While to determine the sample of research subjects, simple random sampling technique is used. Simple random sampling is said to be simple (simple) because the taking of sample members from the population is done randomly regardless of the strata that exist in

the population (Sugiyono, 2016: 82). The number of samples in PLS-SEM does not require large quantities of samples. Minimum recommended between 30 and 100 cases (Ghozali and Latan, 2015: 51). The sample in this study amounted to 100 respondents consisting of teachers and male scholar / female scholar at Al-Kahf Islamic boarding school somalanguKebumen.

6.Hypothesis testing

Data analysis technique

Data analysis was performed using Structural Equation Model (SEM) with the help of smart-PLS computer applications. SEM was chosen because this multivariate technique can combine multiple regression aspects and factor analysis to estimate a series of simultaneous dependency relationships. In addition, SEM can explain measurement errors in the estimation process that are not able to be explained by regression (Hairretal., 2010).

PLS-SEM is an alternative method of Structural Equation Model that uses a soft modeling approach, so that it can eliminate Ordinary Least Square (OLS) assumptions in regression such as data that must be normally distributed multivariat and no multicollinearity problems between exogenous variables (Haryono , 2017). The advantage of PLS-SEM is it could be able to analyze data effectively in small amounts of data (Hairretal., 2010). The next advantage is, it the right method in research that aims to develop or develop theory (Haryono, 2017). SEM consists of two stages, it is evaluation of outer model (measurement model) and evaluation of inner model (structural model). Evaluation of the outer model is related to the evaluation of validity and reliability of constructs. While the model valuation is related to testing the relationship between

latent variables.

Descriptive Statistics

Based on the descriptive statistics table (table 1), it can be seen that the data are spread over a range of values of 3 to 5. In addition, it can also be seen that the variable X1 has the highest mean value of 4.51. This value indicates that the leadership of the organization has a tendency to have high leadership leadership. Furthermore, it can also be seen from the descriptive statistics table that the highest standard deviation value is in variable X1. Thus the variable X1 has more data variations compared to other variables.

Validity test

Based on the tabel 2, it is shown tha square root of AVE, those are values which are

highlighted, This means that there are sufficient variants in latent variables, so that they are able to represent manifest variables on latent constructs. In addition, the discriminant validity of each variable indicates greater than the correlation value between variables. Therefore, based on the results, it can be concluded that the research instrument is valid based on fornell-larcker testing.

Reliability Test

Based on table 3, it is shown that Cronbach's Alpha value in servant leadership variable has a value more than 0.6. while, all of the variables has a value more than 0,7. Thus, the research instruments used in this study are considered reliable. This means every indicator for each variable consistency can be trusted formeasuring each variable.

Table 1. Path Coefficient

	N	Minimum	Maximum	Mean	Std. Deviation
X1	100	4,00	5,00	4,5100	,50242
X2	100	3,00	5,00	4,2100	,43333
M	100	3,00	5,00	4,1700	,40339
Y	100	3,00	5,00	4,1300	,41815
Valid N (listwise)	100				

Source: SPSS data processing in 2019

Table 2. discriminant validity of Fornell-Larcker method

	Organizational Culture	Job Satisfaction	Employee Performance	Servant Leadership
Organizational Culture	0,449			
Job Satisfaction	0,351	0,593		
Employee Performance	0,412	0,562	0,618	
Servant Leadership	0,024	0,410	-0,323	0,611

Table 3. Reliability

Variabel	Cronbach's Alpha	Composite Reliability
Servant Leadership	0,790	0,792
Organizational Culture	0,630	0,715
Job Satisfaction	0,676	0,784
Employee Performance	0,827	0,866

7. Result and Discussion

Result

This chapter will explain the results of data analysis and discussion of the influence of servant leadership, organizational culture on employee performance mediated by job satisfaction for employees in the Al-Kahfi Islamic Boarding School Somalanguin Kebumen. In this study, the questionnaire was distributed to 100 respondents. From the 100 questionnaires distributed, the questionnaire can be returned 100% intact with 100 questionnaires. Then the data is processed with a SmartPLS test tool.

Effects of Servant Leadership on Job Satisfaction

The results of servant leadership testing on job satisfaction obtained an original sample value of 0.279 with a t-statistic of 2.919 and P values of 0.044. The findings show that servant leadership has a positive and significant effect on satisfaction. That is, the

higher the servant leadership will further increase job satisfaction. Based on these findings it can be concluded that the first hypothesis proposed in this study is **supported**. The results of this study are also supported by several previous researchers, such as research conducted by Donghong, Haiyan and Qing (2012) which is a research that focuses on examining the influence of servant leadership and employee loyalty by mediating job satisfaction. only applying servant leadership leadership style but also must consider employee satisfaction, thus servant leadership is related to employee job satisfaction. Akdol&Sebnem, (2017), Zhang, Zhonghua, Lee, (2014), Jae Hee, (2017), Farrington &Lillah, (2018) from the above studies also show that servant leaders have a positive effect on job satisfaction means that cottage success al-kahfipesantrensomalangu is able to survive until now not apart from the leadership of a kyai(the religious leader) who applies servant leadership to provide job satisfaction for his employees.

Table 4. Result

Hypothesis	Variable	Original Sample (O)	T Statistic (O/STD EV)	P Values	Result
H1	Servant Leadership ->satisfaction	0,279	2,919	0,044*	supported
H2	Organizational culture->satisfaction	0,503	6,122	0,000*	supported
H3	satisfaction -> performance	0,315	2,880	0,004*	supported
H4	Servant Leadership ->performance	-0,113	0,986	0,324	not supported
H5	Organizational culture->performance	0,414	3,659	0,000*	supported
H6	Sevant Leadership->satisfaction->performance	0,088	2,058	0,040*	supported
H7	Organizational culture->satisfaction->performance	0,158	2,451	0,015*	supported

= Significancy < 0,05

Effect of Organizational Culture on Job Satisfaction

The second hypothesis tested in this study is that organizational culture has a significant positive effect on satisfaction. Based on the path coefficient table, it can be seen that the original sample value on the influence of organizational culture on satisfaction is 0.515 with a value of t-statistic of 6.122 and P values of 0.000. These findings show that organizational culture has a significant positive effect on satisfaction. Based on these findings it can be concluded that the second hypothesis in this study is **supported**.

The results of this study are also supported by research conducted by Barbara and Dormio, (2012). Shows that organizational culture has a positive effect on job satisfaction. Furthermore, the results of research conducted by Nayak Bandana, Barik Anil (2013), show that organizational culture has a positive effect on job satisfaction. Qazi, Miralam, & Bhalla, (2017). The purpose of this study is to test the level of Job Satisfaction and Organizational Culture in the retail sector. The results showed that there was a significant positive correlation between organizational culture and job satisfaction.

Park & Kim, (2009), Tawfik, Eman, & Shawky, (2012), Cronley & Kim, (2017), Belias & Koustelios, (2014). It can be seen from some of the above studies show that Organizational Culture has a positive influence on job satisfaction. That means is the stronger the culture that is applied in the organization will further increase job satisfaction. In the context of the al-Kahfi Islamic boarding school in the organization today can provide satisfaction for employees so they can maximize their performance.

Effect of Job Satisfaction on Employee Performance

The third hypothesis in this study is

satisfaction has a positive and significant effect on performance. In testing the relationship between these two variables, the original sample value is 0.315 with a t-statistic of 2.880 and P values of 0.004. These findings reveal that satisfaction has a positive and significant effect on performance. Based on these findings it can be concluded that the third hypothesis in this study is **supported**.

The results of this study are supported by research conducted by Shahzad, Kanwal, (2018). The results of the study show that job satisfaction has a positive effect on employee performance. Subsequent research from Kasemsap (2013), one of the things examined in his research reviewing the relationship between employee job satisfaction and employee performance shows that there is a positive relationship between employee job satisfaction and employee performance in a Thai sugar company. The next study related to job satisfaction on employee performance is research conducted by Sununta Siengthai and Patarakhuan Pila-Ngarm, (2016). Muna, Zain, & Shaju, (2017), Inuwa, (2016), Fu & Deshpande, (2014), Ghufra & Khan, (2016) show that job satisfaction variables have a positive effect on employee performance.

The results of the study show that job satisfaction has a positive and significant effect on employee performance. These results indicate that the more satisfied an employee is, the better the performance will be produced. Gibson (2000) clearly describes the reciprocal relationship between performance and job satisfaction. On the one hand said job satisfaction causes an increase in performance so that satisfied workers will be more productive. On the other hand, job satisfaction can also occur due to the presence of performance so that more productive workers will get satisfaction. To improve employee performance, the organization should not forget to provide a

factor of employee job satisfaction. From the results of this study indicate that the higher the job satisfaction that employees have will have a positive impact on improving performance.

Effect of Servant Leadership on Employee Performance

The fourth hypothesis tested in this study is the servant leadership has a significant positive effect on performance. Based on the path coefficient table, it can be seen that the original sample value on the effect of servant leadership on performance is -0.113 with a t-statistic value of 0.986 and P values of 0.324. These findings show that servant leadership has no effect on performance. Based on these findings it can be concluded that the fourth hypothesis in this study was rejected. **Not supported**

The results of this study are supported by research conducted by Sihombing, Mussadieq, Hamied, & Rahardjo, (2016). The results showed that the variable Servant Leadership did not have a positive effect on employee performance. This means that serving leadership applied to Islamic boarding schools does not directly influence employee performance but has an indirect effect when mediated by job satisfaction, this result shows that in this context leaders must be able to provide job satisfaction for employees to be able to have an impact on employee performance.

The results of this study are not in accordance with the research conducted by Otero, Varela, Bande, (2016). The results show that Servant Leadership has a positive effect on employee performance. Myriam, Kathleen (2016), examines the relationship between Servant Leadership and employee performance, the results show that the Servant Leadership variable has a positive effect on employee performance. Whereas research conducted by Li, Qiu, Canhua, (2016), examines leadership serving the CEO. Data samples were taken from 92

hotels in China. The results show that the Servant Leadership variable has a positive effect on employee performance.

Effect of Organizational Culture on Employee Performance

The fifth hypothesis tested in this study is that organizational culture has a significant positive effect on performance. Based on the path coefficient table, it can be seen that the original sample value on the influence of organizational culture on performance is 0.414 with a t-statistic value of 3.659 and P values of 0.000. These findings show that organizational culture has an effect on performance. Based on these findings it can be concluded that the fifth hypothesis in this study is **supported**.

The results of this study are also supported by the results of research conducted by Agwu, (2014). This study discusses organizational culture and employee performance at the National Food and Drug Administration and Control (NAFDAC) level, Nigeria. The design of this study was descriptive and used 420 samples randomly selected from state offices in Nigeria. The results of his research show that organizational culture has a positive effect on employee performance.

Research conducted by Pawirosumarto, Sarjana, & Gunawan, (2017) on the influence of work environment, leadership style and organizational culture on job satisfaction and its implications for employee performance. The study population was all 642 employees of Parador Hotels and Resorts, Indonesia. The findings indicate that the work environment, leadership style and organizational culture have a positive and significant impact on job satisfaction. Wambugu, (2014). The results show that organizational culture has a positive effect on employee performance. Shahzad, (2014). The results of this study indicate that organizational culture has a significant positive effect on employee performance. Sihombing, Mussadieq, Hamied, & Rahardjo,

(2016) The results show that organizational culture variables have a positive effect on employee performance. The results of this study indicate that the organizational culture applied in the scope of al-Kahfi Islamic boarding school which is able to directly impact on performance means that the applied culture can provide a positive impact on employee performance.

The Effect of Servant Leadership on Employee Performance mediated by Job Satisfaction.

The sixth hypothesis in this study is satisfaction mediating the relationship between servant leadership and performance. In testing this indirect effect a 0.088 original sample value is obtained with a t-statistic value greater than 1.96, which is 2.058 and P value 0.040. That means, satisfaction mediates the relationship between servant leadership and performance. From the results of the hypothesis test it can be said that the sixth hypothesis in this study is **supported**.

Based on the results of this study, it shows that servant leadership has an effect on performance if it is mediated by job satisfaction, meaning that to improve employee performance, what must be done is to ensure that employees have job satisfaction so that job satisfaction can improve performance.

This research is supported by research conducted by Farrington & Lillah, (2018). The aim of this study was to investigate the influence of servant leadership on job satisfaction in private health care practices. Data collected from 241 questionnaires that can be used have been statistically analysed. The results show that the Servant Leadership variable has a positive effect on job satisfaction. Akdol & Sebnem, (2017) Zhang, Zhonghua, Lee, (2014). The results of his research show that servant leadership has a positive effect on job satisfaction. Furthermore, research conducted by Otero, Varela, Bande, (2016). The results show that

Servant Leadership has a positive effect on employee performance. Myriam, Kathleen (2016), Li, Qiu, Canhua, Junbao (2016). This study examines the relationship between Servant Leadership and employee performance, the results show that the Servant Leadership variable has a positive effect on employee performance.

The Effect of Organizational Culture on Employee Performance mediated by Job Satisfaction.

The seventh hypothesis tested in this study is satisfaction mediating the relationship between organizational culture and performance. From the test results, the original sample value is 0.158 with t-statistics 2.451 and P values 0.015. This value indicates that satisfaction mediates the relationship between organizational culture and performance positively. In other words, it can be concluded that the fifth hypothesis in this study is **supported**.

The results of this study indicate that the culture applied in the organization is able to have an impact on performance mediated work satisfaction, meaning that the culture applied by the organization is able to provide job satisfaction to employees so that the satisfaction they have is able to have a positive impact on their performance.

The results of this study are supported by research conducted by Syauta, et, al (2012) on the Effect of Organizational Culture, Organizational Commitment to Job Satisfaction and Employee Performance (Study on PDAM Jayapura, Indonesia Papua). The results show that organizational culture does not directly affect employee performance, organizational culture can affect performance if mediated by job satisfaction. Shahzad, (2014). Wambugu, (2014). Agwu, (2014) and Sihombing, Mussadieq, Hamied, & Rahardjo, (2016) show that Organizational Culture has a positive effect on Employee Performance. While the research was carried out by further

research conducted by Barbara and Dormio, (2012). Nayak, Barik (2013), The results of their research show that organizational culture has a positive effect on job satisfaction.

8. Conclusion

Based on the results of the analysis and discussion, it was found that servant leadership and organizational culture had a positive and significant effect on job satisfaction and job satisfaction had a **significant positive effect** on employee performance. But servant leadership does not have a **positive effect** on employee performance, but servant leadership has a **positive and significant effect** on employee performance if mediated by job satisfaction means that to be able to improve employee performance, what must be done is ensuring that employees are satisfied at work. Organizational culture **has a positive and significant effect** on performance both directly and mediated by job satisfaction.

Limitations and research suggestions

This research has been tried optimally to provide a good research design. However,

this research cannot be separated from the limitations that need to be considered and improved in the future to improve the results. The limitations of this study are that the factors that influence employee performance in this study consist of only three variables, those are Servant Leadership, Organizational Culture, Job Satisfaction, while there are still many other factors that influence employee performance so that further researchers increase the variables used because there are still many variables that affect job satisfaction and employee performance that have not been used in this study so that further research will provide more insight and know how it affects employee satisfaction and performance.

Furthermore, the research questionnaire was filled in by self-report, given the variable employee performance. This allows a bias in filling out the questionnaire. Future research is expected to be able to annul the bias. Finally, this research was only conducted at one Islamic boarding school. Future researchers are expected to be able to conduct research on several Islamic boarding schools so that they will enrich the results of the research.

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