



## THE EFFECT OF ORGANIZATIONAL CLIMATE AND SERVANT LEADERSHIP ON JOB SATISFACTION AND ITS IMPACT ON EMPLOYEE PERFORMANCE (STUDY ON THE REGIONAL LIAISON AGENCY FOR BANTEN PROVINCE IN JAKARTA)

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**Abstract:** This study aims to determine the influence of organizational climate and *servant leadership* on job satisfaction and its impact on employee performance. Design this study with *explanatory*. The population in this study were employees of the Banten Provincial Litraison Agency in Jakarta. The data collection technique in this study was by disibuting questionnaires directly to the object of the study, namely employees of the Banten Provincial Liaison Agency in Jakarta. The population of this study was employees of the Banten Provincial Liaison Agency in Jakarta with a total of 124 people. Quantitative analysis methods with SEM analysis tools and Smart PLS 3.3 tools. The findings in this study are: (1) The organizational climate has a positive and insignificant effect on job satisfaction; (2) *Servant leadership* has a positive and significant effect on employee performance; (3) The organizational climate has a positive and unsavory effect on job satisfaction; (4) *Servant leadership* has a negative and significant effect on employee performance; (5) Job satisfaction has a positive and significant effect on employee performance.

**Keyword:** Employee Performance, Job Satisfaction, Servant Leadership, Organizational Climate

### INTRODUCTION

Every company must have a directed organizational structure, rules and *job desc* so that the human resources in the company continuously work for the better and achieve the company's targets through the divisions that have been determined in a company. Especially in the midst of the Covid-19 pandemic as it is today, the Government since March 2020 has implemented a *lockdown* policy and all company activities are carried out online or work from home (WFH). So that this h al affects the effectiveness and efficiency of achieving the company's targets.

Job satisfaction according to Lokce in Ratnasari (2011) is a pleasure from a positive emotional state as a result of his judgment and experience in work (Hermingingsih, 2012).

High job satisfaction with employees will certainly have a positive impact on the company, of course, it will provide high productivity as well. Thus, employee performance will increase, because employees feel satisfied with what the company provides, they will tend to provide the best for the company, because they work with satisfaction / pleasure. Some employees who feel that they are satisfied with their ordinary company, one of which is due to the supportive organizational climate and servant leadership. Job satisfaction is a representation of employee attitudes and assessments of work, achievements and expectations of employees in the company.

The conducive work organization climate will make many employees feel comfortable about the working atmosphere in the company, and the employee will be loyal to the company and strive to give the best for the company so that even his performance will definitely improve. In addition to the organizational climate, another factor that is a variable in this study is *servant leadership*. *Servant leadership* is a leadership style that serves its employees, because it considers that it is its responsibility as a leader and *servant leadership* is able to encourage employees to produce good performance. *Servant leadership* is the most important thing in forming a job satisfaction that will also affect employee performance.

The Regional Contact Agency of Banten Province is one of the organizations within the government in Banten Province. Based on Governor Regulation (Pergub) No. 83 of 2016 concerning the Position, Main Duties, Functions, Types, Organizational Structure and Work Procedures of the Regional Apparatus of Banten Province, the Liaison Agency has the following duties: (1) assisting the Governor in carrying out government, administrative, governance tasks, and facilitating institutional relations activities at the national and international levels, fostering the community and students Lampung outside the area, as well as supporting promotional and informational activities; (2) represent the provincial government to participate in government activities and local government activities outside the province with the approval of the Governor, except for technical tasks. During the COVID-19 pandemic, the Banten Provincial Liaison Agency implemented WFH for some employees on a rotating basis, due to a reduction in the number of capacity of people in the workspace. Of course, this will make the organizational climate cannot be directly controlled and employees certainly need *servant leadership*, so that their performance is achieved properly.

**Table 1. Performance Achievements in 2018 - 2020 of the Banten Provincial Liaison Agency in Jakarta**

Year	Absent	Quantity Achievement	Average Quality Achievement
2018	98,75%	99,06%	93,93
2019	97,96%	98,29%	92,51
2020	99,22%	94,84%	81,74

Source: Banten Provincial Liaison Agency in Jakarta

Based on the table above, it shows that the performance achievements at the Banten Provincial Liaison Agency in Jakarta have been said to be good, in the performance achievements there are three performance assessments, namely absence, quantity achievements and average quality achievements. Performance appraisal based on absences in 2018 was 98.75%, then in 2019 it decreased to 97.96% and in 2020 it increased again to 99.22%, this in 2020 was also due to more people doing their work at home (WFH). Civil servants who work as state servants have duties and responsibilities that are important to the organization. The role of employees working in government organizations largely determines whether or not they succeed in achieving the goals that have been set. In addition, the success of an organization is also influenced by the sincerity and willingness of each employee in carrying out and completing their duties (Rahmawati and Supartha, 2015).

The importance of employee job satisfaction in an organization can be seen from employees who feel satisfied in their work tend to give a positive response to the organization, and vice versa employees who are dissatisfied in their work will tend to give an unfavorable response to their work, therefore employee job satisfaction must be the main concern of management in one organization (Afriani, 2013). According to Firmansyah and Santy (2011) the organizational climate will basically be able to bring out a pleasant work atmosphere, a conducive organizational climate will encourage employees to work well.

*Servant leadership* is a selfless and humble leadership style that believes that being a leader is his responsibility to serve the employees under them Heider, *et al.*, (2015). Organizational climate and *servant leadership* are two variables that are predictors of job satisfaction variables and their impact on employee performance which will be studied in this study. Which requires a good organizational climate and good *servant leadership* to employees can definitely cause job satisfaction which will have an impact on the performance of its employees.

In research by Rahmawati and Supartha (2015) stated that partially the organizational climate and work motivation have a positive and significant effect on employee job satisfaction. In the journal Rahmadewi and Fauzan (2013) states that the organizational climate has a significant negative direct influence on employee performance, job satisfaction has a significant positively direct influence on employee performance, and the organizational climate has a significant positively indirect influence on employee performance through job satisfaction. In this study, job satisfaction is the most dominant variable in influencing the improvement of employee performance. According to Aji and Palupiningdyah (2016) stated that *servant leadership* has a positive and significant effect on *burnout*, *servant leadership* has a positive and significant effect on performance, *burnout* has a negative and significant effect on performance and *servant leadership* affects performance with *burnout* positively and significantly influential.

The results of research by Adiguzel, *et al.*, (2020) stated that SHRM has a significant negative effect on rule breaking, SHRM has a significant effect on job satisfaction. Serving leadership has a significant negative effect on regulatory termination. Servant leadership has a significant positive effect on job satisfaction. The servant leadership moderated the relationship between SHRM and the violation of the rules. Servant leadership moderates the relationship between SHRM and job satisfaction. Sedangkan Adigun, *et al.*, (2017) stated that Job satisfaction has a significant influence on employee performance and employee commitment. In this study, the researcher wants to present a different research from previous studies, therefore the researcher conducts research with different variables and models.

The research problems are: (1) does the organizational climate affect job satisfaction?; (2) does servant leadership affect job satisfaction?; (3) does the organizational climate affect performance?; (4) does servant leadership affect performance? And (5) whether job satisfaction affects performance

The results of the research are expected to be used as a contribution of thoughts as input in the form of information to make improvements to the organizational climate and servant leadership in increasing employee satisfaction through good performance so that it is hoped that it will be able to make satisfaction increase through employee performance will be even better. In addition, penelitan ini is expected to be used as a study to improve the factors of weakness that cause performance to fall, which in this case affects the organizational climate and *servant leadership*, as well as performance in increasing employee satisfaction.

## LITERATURE REVIEW

### Performance

Mangkunegara defines employee performance as the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Sunarsi, 2019). According to Veithzal, it is stated that work is a real behavior that everyone displays as a work achievement produced by employees is a very important thing in the company's efforts to achieve its goals (Bintoro & Daryanto, 2017).

Roziqin states that work is as a whole process of working from an individual whose results can be used as a foundation to determine whether the individual's work is good or vice versa (Rusdi & Alam, 2017). From this understanding, it can be concluded that employee performance is an output or result achieved by each employee which is to find out the productivity of each employee based on the targets set with the actual achieved.

Sudarmanto stated that there are 6 basic criteria or dimensions to measure performance, namely (Pramiyudha & Widowati, 2017): *Quality, Quantity, Time lines, Cost-effectiveness, Need for supervision, and Interpersonal impact.*

Mangkunegara mentioned that the indicators of ka ryawan's performance are as follows (Sunarsi, 2019): (1) Quality of Work. How well an employee does what should be done; (2) Working Quantity. How long an employee works in one day. This work quantity can be seen from the work speed of each employee; (3) Performance of Duties. How far the employee is able to do his job accurately or there are no mistakes; (4) Responsibility. Awareness of the obligation to do the work accurately or there are no errors.

### Job Satisfaction

Robbins & Judge (2015) mentioned that job satisfaction is a general attitude towards a person's work as a difference between the number of rewards that workers receive and the number of rewards that are believed to be received. According to Masram and Muah (2017) work satisfaction is an affective or emotional response to sharing aspects or aspects of a person's work so that job satisfaction is not a single concept. A person can be relatively satisfied with one aspect of the work and dissatisfied with one or more other aspects.

Work satisfaction is described as a positive feeling about a job, as a result of the evaluation of the characteristics themselves (Robbins and Judge, 2015). Work satisfaction is a positive or negative attitude that a person does towards his work (Sinambela, 2015). From the above understanding, it is concluded that job satisfaction is an attitude or feeling of a person towards the work he has produced, whether it is positive or negative.

According to Luthan, there are six dimensions of work that have been identified to represent the most important characteristics of work where employees have an affective response. The six dimensions are (Kaswan, 2012): (1) The work itself, in this case the work provides for interesting tasks, the opportunity to learn, and the opportunity to accept responsibility.; (2) Salary, the amount of wages or salaries received and the level at which this can be viewed as appropriate compared to other people in the organization; (3) Promotional opportunities, opportunities to advance in the organization; (4) Supervision, the supervisor's ability to provide technical assistance and behavioral support; (5) Co-workers, the level at which colleagues are technically good and socially supportive; (6) Working conditions, if the working conditions are good (for example clean, attractive environment), individuals will be easier to complete their work and vice versa.

### Servant Leadership

According to Page and Wong, a *servant leader* can be defined as a leader whose main purpose in leading is to serve others by investing in building the welfare of the person being led to complete tasks and goals for the common good (Liman, *et al.*, 2017). *Servant*

*leadership* is a selfless and humble leadership style that believes that being a leader is his responsibility to serve the employees who work under them Heider, *et al.*, (2015).

From the above understanding, it is concluded that *servant leadership* is a leadership style that prioritizes sincere service without expecting any rewards, because the leader feels that it is the responsibility of a leader to always provide good service to all his employees. Margaretha & Prasetyo states that the indicators for the measurement of *servant leadership* are: (Fonataba, 2016) Love; *Empowerment* (sieve); Vision; *Humility*; and Trust.

### **Organizational Climate**

Sofyandi stated that the climate of an organization refers to the functioning of the organization as a whole from the point of view of employees (Astuti & Tantowi, 2017). Schneider, Bowe, Ehrhart, & Holcombe argue that the organizational climate is the pattern felt in certain experiences and the behavior of people in the organization (Shafarila & Supardi, 2016). Kelley said organizational climate refers to an individual's perception of a set of descriptive characteristics that distinguish an organization (forming another organization) and influence their behavior (Shafarila & Supardi, 2016). Litwin and Stringer say the organizational climate as a set of measurable traits of a work environment that is either directly or indirectly perceived by employees working in an organizational environment that influences and motivates their behavior (Shafarila & Supardi, 2016). From the above understanding, it is concluded that the organizational climate is a condition or atmosphere felt by someone in the work environment, which can affect a person's behavior in carrying out their work.

Robert Stringer to measure the organizational climate there are six dimensions needed are as follows: *structure, standards, responsibility, recognition, support, commitment* (Shafarila & Supardi, 2016): Structure (*structure*); *nStandards*; Responsibility; Recognition; Support; and Commitment. Wirawan explained that there are 5 indicators in a climatic organization (Gurgen, 2016) namely: (a) Responsibility; (b) Identity; (c) Warmth; (d) Support; (e) Conflict

### **Thought-Provoking Fiction**

Based on the literature review and previous research above, the researcher proposed a concept framework that can be seen in figure 3.1. In summary, this model proposes that organizational climate has a direct effect on job satisfaction, *Servant leadership* affects job satisfaction, organizational climate affects employee performance, *Servant leadership* affects employee performance, and Job satisfaction affects employee performance.

The hypotheses in this study are:

H<sub>1</sub>: Organizational Climate has a positive and significant effect on the satisfaction of the work

H<sub>2</sub>: *Servant leadership* has a positive and significant effect on job satisfaction

H<sub>3</sub>: Organizational climate has a positive and significant effect on employee performance

H<sub>4</sub>: *Servant leadership* has a positive and significant effect on employee performance

H<sub>5</sub>: Job satisfaction has a positive and significant effect on employee performance

## **RESEARCH METHOD**

This research uses hypothesis testing research designs and field *studies* (*field studies*) which are based on several considerations, namely (1) quantitative research designs and hypothesis testing are rooted in positivistic research paradigms that allow researchers to find objective, singular, and real truths (Sumaedi, 2014), (2) there is a fairly good literature to support the research topic, (3) the research design allows researchers to find out the association between latent variables in accordance with the research objectives, and (4)

previous studies on employee performance also used hypothesis testing research designs and *cross sectional field studies* (Wibowo, 2012; Sunyoto, 2012; Rahayu, 2002).

### Population and Research Samples

The population is the entire element to be suspected of its characteristics, while the sample is part of the population to be tested for characteristics (Suliyanto, 2018). The population in this study were employees of the Banten Provincial Liaison Agency in Jakarta. The target population of the study was 124 employees of the Banten Provincial Liaison Agency in Jakarta. In this study using saturated sampling, all employees at the Banten Liaison Agency in Jakarta were 124 employees.

### Data collection methods

The data collection method in this study was through a questionnaire to determine the performance of employees of the Banten Provincial Liaison Agency in Jakarta. According to Sugiyono (2017) questionnaire is a data collection technique that is carried out by giving a set of questions or written statements to respondents for their answers. Questionnaires are an efficient data collection technique when the researcher knows with certainty the variables to be measured and knows what can be. According to Sugiyono (2017) questionnaire is a data collection technique that is carried out by giving a set of questions or written statements to respondents for their answers. Meanwhile, literature studies are carried out to obtain data on theories that support research.

The data analysis method and hypothesis testing used in this study is the Component or Variance Based Structural Equation Model where in data processing using the Partial Least Square (Smart-PLS) program version 3.0 PLS. PLS (Partial Least Square) is an alternative model of COVARIANCE BASED SEM.

## FINDINGS AND DISCUSSION

### Evaluation of Structural Model

Structural model tests involve a collinierity test, a path coefficient significance test, an  $R^2$  evaluation, an  $f^2$  evaluation, and a heterogeneity test.

Table 2. *R Square*

	R Square	R Square Adjusted
Job Satisfaction	0.544	0.531
Employee Performance	0.675	0.661

Source: data processed with Smart PLS

Table 2 shows the  $R^2$  value of the variable Y (Job Satisfaction) of 0.544 which shows that satisfaction is influenced by the organizational climate and *servant leadership* of 54.4%, while the remaining 45.6 % is affected by other variables that are not present in the model. An  $R^2$  value of 0.544 indicates that . structural models are rated as good at measuring variations in the value of the variable Y (Job Satisfaction)

However, the  $R^2$  value of the variable Z (Employee Performance) is 0.675 which means that factors from job satisfaction including organizational climate and *servant leadership* have an effect of 67.5% on employee performance, while the remaining 32.5% is influenced by other variables that do not have d natural model. An  $R^2$  value of 0.675 indicates that the structural model is well rated in measuring the value of the variable Z (Employee Performance).

After seeing the results of the test, then the evaluation of the interaction model was carried out by looking at *the effect size* ( $f^2$ ). The moderation effect with *effect size* ( $f^2$ ) 0.02,

0.15, and 0.35 indicates that the model is weak, moderate and strong. Ghozali (2014) stated that if the *resulting effect size* ( $f^2$ ) is weak, it will not affect the effect of the interaction.

From the test results, it shows the magnitude of the effect of each construct, of which the effect of the construct X1 (OC) on Y (JS) 0.054 is weak, X1 (OC) against Z (EP) 0.001 is very small, X2 (SL) against Y (JS) 0.883 including strong, X2 (SL) against Z (EP) 0.072 including small and Y (JS) against Z (EP) 1.287 including strong.

Furthermore, path coefficients are used to see the hypothesized relationships between constructs. According to Hair *et al.*, (2014), the value of the path coefficient that is in the range of values -1 to +1, where the value of the path coefficient close to +1 represents a strong positive relationship and the value of the path coefficient that is -1 indicates a strong negative relationship.

**Table 3. Normal Fit Index (NFI)**

	Saturated Models	Estimated Models
SRMR	0.103	0.103
d_ULS	2.005	2.005
d_G	1.874	1.874
Chi-Square	579.458	579.458
NFI	0.607	0.607

Source: data processed with Smart PLS

Based on Tabel 3 , it can be concluded that in this study it has a normal fit index (NFI) value of 0.607 or 60.7%, it can be said that this model is fit.

### Hypothesis Testing

Based on the processing of data carried out by researchers, it can be used to answer the hypothesis of this study. The hypothesis test in this study was carried out by looking at the calculated t-value and the *p-value*. The research hypothesis can be declared acceptable if the *p-value* of the < 0.05 and the calculated t-value is a positive value. Here are the results obtained in the hypothesis test in this study.

**Table 4. Hypothesis Testing**

Hypothesis	Influence	Path Coefficients	t-Calculate	P-Value	Result
H1	Organizational climate affects job satisfaction	0,166	1,809	0,071	Rejected
H2	<i>Servant leadership</i> affects job satisfaction	0,668	7,664	0,000	Evident
H3	Organizational climate affects employee performance	0.022	0,257	0,797	Rejected
H4	<i>Servant leadership</i> affects employee performance	- 0,222	2,022	0,044	Evident
H5	Job satisfaction affects employee performance	0.959	11,298	0,000	Evident

Source: data processed with Smart PLS

Based on the above Tabel can be proven research hypothesis on the influence exerted by the organizational climate and *servant leadership* on job satisfaction and its impact on employee performance:

- 1) The first hypothesis, states that X1 (OC) has a positive and insignificant effect on Y (JS). The path efficiency k-test showed 0.166 indicating a positive relationship and the *t-statistic* test showed that with a significance of 5%, the t-count (1,809) < from the t-table (1,994), which means that a good organizational climate does not greatly affect job satisfaction.
- 2) The second hypothesis, states that X2 (SL) has a positive and significant influence on Y (JS). The path efficiency test showed 0.668 which showed a positive relationship and the *t-statistic* test showed that with a significance of 5%, the t-count (7.664) < of the t-table (1,994), which means that *the perceived good and high servant leadership* will affect job satisfaction or if *servant leadership* high then job satisfaction will also be high.
- 3) The third hypothesis, states that X1 (OC) has a positive and insignificant influence on Z (EP). The path efficiency test showed 0.022 which showed a positive relationship and the *t-statistic* test showed that with a significance of 5%, the t-count (0.257) < from the t-table (1,994), which means that a good organizational climate does not have much effect on employee performance.
- 4) The fourth hypothesis, states that X2 (SL) has a negative and significant influence on Z (EP). The path coefficient test showed -0.222 which showed a negative relationship and the *t-statistic* test showed that with a significance of 5%, the t-count (2.022) > from the t-table (1,994), which means that too high *a given servant leadership* has a negative effect on the performance of the employee or the higher the *servant leadership*, the more the employee's performance will decrease.
- 5) The fifth hypothesis, states that Y (JS) has a positive and significant influence on Z (EP). The path coefficient test showed 0.959 which showed a positive relationship and the *t-statistic* test showed that with a significance of 5%, the t-count (11.298) > from the t-table (1,994), which means that job satisfaction that is perceived to be good and high will affect employee performance or if job satisfaction is high then employee performance will also be high.

## Discussion

Hypothesis testing using the PLS-SEM method is broadly divided into two stages, namely evaluation of measurement model and evaluation of structural model. Evaluation of measurement model can be said to be an analysis of validity and reliability, while evaluation of structural model is used to test hypotheses.

### The Effect of Organizational Climate on Job Satisfaction

*The lowest outer loading* is 0.745, which is in the organizational climate leveling which reads "There is no conflict between employees in the office". Some employees sometimes feel that there are still conflicts between employees in the office, and do not respond too much to them. Meanwhile, the highest outer loading was found in a statement of 0.882 which read "Employees get good support". This result can be explained that employees feel that colleagues in the office always support the work received and help each other.

*Outer loading* below on the job satisfaction variable of 0.742 which reads "Salary or fair wages". This indicates that some employees still feel that the salary received is not very satisfactory, this is because employees at the Banten Provincial Liaison Agency in Jakarta have various levels of education. Meanwhile, the indicator that has a high *outer loading* of 0.848 which reads "Colleagues who support (friendly and support work)". Thus, it can be explained that employees feel satisfied because of friendly colleagues and mutual support of the work provided.

Litwin and Stringer say the organizational climate as a set of measurable traits of a work environment that is either directly or indirectly perceived by employees working in an



organizational environment that influences and motivates their behavior (Tastan & Güçel, 2014).

This is not in line with the research of Rahmawati & Supartha (2015) stated that partially the organizational climate has a positive and significant effect on employee job satisfaction, and in the research of Wibiseno & Dewi (2018) states that the organizational climate variables are indicated to have a significant positive influence on job satisfaction. This shows that the organizational climate is able to encourage employee job satisfaction.

Based on the results of the first hypothesis, that the organizational climate has a positive and insignificant effect on job satisfaction. So a good organizational climate does not greatly affect job satisfaction.

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

The lowest outer loading is 0.742 i.e. in the *servant leadership* leveling which reads "The leader treats employees well and humanely". Some employees feel that the leadership sometimes gives a lot of tasks so that they feel tired. Meanwhile, the highest loading was found in a statement of 0.844 which reads "Leaders inspire action and form a good direction going forward". This result can be explained that the employees feel that their leaders who always set a good example so that they are able to inspire and also a high level of education inspire subordinates as well as to continue schooling and it is good for the future of the employees.

This is in line with the research of Adiguzel, *et al.*, (2020) stated that *servant leadership* has a significant positive effect on job satisfaction, and in research Maharani & Aini (2019) states that *servant leadership* has a significant influence on job satisfaction. This shows that *servant leadership* is able to encourage job satisfaction.

Based on the results of the second hypothesis, it states that *servant leadership* has a positive and significant effect on employee performance. So if *the servant leadership* is felt to be good and high, it will affect job satisfaction or if *the servant leadership* is high, job satisfaction will also be high.

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

The lowest outer loading is 0.868, which is in the employee performance leveling which reads "Employees do their duties well". There are still employees who state that not all employees do their duties very well. Meanwhile, the highest outer loading was found in a statement of 0.965 which reads "Employees do tasks quickly". This result can be explained that all employees who are given tasks, then they always try to do it quickly and precisely.

This is in line with research by Sunarsih & Helmiatin (2017) states that the influence of organizational climate on employee performance is not significant, while this study is not in line with research by Diputra (2018) states that the organizational climate has a positive and significant effect on employee performance. This shows that a good organizational climate does not have much effect on employee performance.

Based on the results of the third hypothesis, it states that the organizational climate has a positive and insignificant effect on job satisfaction. So a good organizational climate does not have much effect on employee performance.

### **The Effect of *Servant Leadership* on Employee Performance**

This research is not in line with the research of Aji and Palupiningdyah (2016) stating that *servant leadership* has a positive and significant effect on performance, and as stated in the research of Harianto, *et al.*, (2014) states that *servant leadership* can affect employee performance. This shows that *servant leadership* is able to encourage employee performance.

Based on the results of the fourth hypothesis, it states that *servant leadership* has a negative and significant effect on employee performance. So, *servant leadership* that is too high is given a negative effect on employee performance or the higher the *servant leadership*, the employee's performance will decrease.

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

This research is in line with the research of Adigun, *et al.*, (2017) stated that work satisfaction has a significant influence on employee performance. Meanwhile, in research by Sari and Hadijah (2016) stated that work satisfaction has a significant effect on employee performance partially. This shows that job satisfaction is able to encourage employee performance.

Based on the results of the fifth hypothesis, it states that job satisfaction has a positive and significant effect on employee performance. So job satisfaction that is felt to be good and high will affect employee performance or if job satisfaction is high, employee performance will also be high.

## **CONCLUSION AND SUGGESTION**

### **Conclusion**

Based on the results of the analysis and discussion, the following conclusions can be drawn: (1) The organizational climate has a positive and insignificant effect on job satisfaction. This means that a good organizational climate does not greatly affect job satisfaction. (2) Servant leadership has a positive and significant effect on employee performance. This means that if the servant leadership that is felt to be good and high will affect job satisfaction or if the servant leadership is high, job satisfaction will also be high. (3) The organizational climate has a positive and insignificant effect on job satisfaction. This means that a good organizational climate does not have much effect on employee performance. (4) Servant leadership has a negative and significant effect on employee performance. This means that servant leadership that is too high is given a negative effect on employee performance or the higher the servant leadership, the employee's performance will decrease. (5) Worksatisfaction has a positive and significant effect on employee performance. This means that job satisfaction that is felt to be good and high will affect employee performance or if job satisfaction is high, employee performance will also be high.

### **Suggestion**

Based on the conclusions drawn, the author gives the following suggestions:

- 1) Further research needs to be conducted on what factors affect employee performance outside of the three constructs already in this study. This is considering that the three variables, namely: organizational climate, *servant leadership* and job satisfaction are only able to explain employee performance performance by 67.5%. This means that still 32.5% of employee performance is affected by other variables.
- 2) The Banten Provincial Liaison Agency in Jakarta should maintain relationships between employees so that there are no longer conflicts between employees. Maintaining a good organizational climate can be done by creating activities that are familial in nature and making employee gathering activities whose expertise involves between divisions.
- 3) The Banten Provincial Liaison Agency in Jakarta has leaders who are willing to help with office work, although sometimes the work given is many but the leader is able to set a good example to his employees. Subordinates are sometimes complacent with good leadership and it makes some employees feel relaxed when working, this needs to be suppressed so as not to affect employee performance by staying firm and setting a good *time schedule* for all employees to be disciplined at work.

- 4) Further research using a more complete conceptual model needs to be carried out in different industrial centers both in terms of business type and geographical location, so that it can be a comparison material.

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