

## The Effect of Organizational Climate and Servant Leadership on Job Satisfaction and Their Impacts on Employees' Performance in The Midst of Covid-19 Pandemic

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**Abstract**— During the Covid-19 pandemic, the Liaison Bureau of Lampung Province in Jakarta implemented WFH for some employees rotating due to the reduced number of people in the workspace. Of course, this will make the organizational climate not controlled directly, and employees need servant leadership to achieve their performance correctly. It influences the effectiveness and performance of the corporation's goal corporation withinside the future. The overall populace Liaison Bureau of Lampung Province in Jakarta turned 124 people. The estimation version used saturated sampling, so the variety of samples used on this look turned into seventy-four respondents (Civil Servants). Quantitative evaluation techniques have been utilized using SEM analysis software and SmartPLS. The impacts demonstrated that organizational climate had a positive and insignificant influence on job satisfaction, servant leadership had a positive and significant on job satisfaction, the organizational climate had a positive and significant on employee performance, servant leadership had a negative and significant on employee performance, job satisfaction had a positive and significant on employee performance, job satisfaction can mediate the influence of organizational climate on employee performance had a positive and significant, and job satisfaction is not able to mediate the influence of servant leadership on employee performance.

**Keywords:** Employee Performance, Job Satisfaction, Organizational Climate, Servant Leadership.

### 1. INTRODUCTION

Every company must have an organizational structure, rules, and job descriptions that are directed so that the existing human resources in the company continuously work for the better and achieve company targets through the divisions determined within a company. The local lockdown policies are implemented in many regions due to the increasing Covid-19 cases, particularly in physical distancing (Kompas.com, March 29, 2020), so that all company activities are carried out online or work from home (WFH). So, this affects the effectiveness and efficiency of achieving company targets. As lengthy, because the Covid-19 pandemic has now no longer ended, there are loads of factors that the business enterprise considers enhancing the overall performance of its employees, specifically with the aid of using persevering to create job satisfaction for all employees.

Employees who feel comfortable and valued can develop themselves and automatically focus and show good work performed on their work. In addition, the extent to which the company can realize their expectations and demands, work will feel satisfying for

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employees [1]. In addition, the leadership style in Schriesheim's research explains that leadership style affects employee performance [2].

A previous study stated that job satisfaction could mediate the influence of organizational climate on employee performance [3]. A previous study stated that job satisfaction could not mediate between servant leadership and employee performance [4]. During the Covid-19 pandemic, the Liaison Bureau of Lampung Province in Jakarta implemented WFH for some employees in the rotation due to the reduction in the number of people in the workspace. Of course, this will make the organizational climate unable to be directly controlled, and employees need servant leadership to achieve their performance correctly. For the last three years, the Liaison Bureau of Lampung Province in Jakarta has been performing well. It is just that performance achievements during the Covid-19 pandemic tend to decline, so from the data, it can be concluded that there is something that affects the decline in employee performance.

In this study, researchers want to present research different from previous studies. Therefore, researchers research different variables and models. Usually, previous research only discusses transformational and transactional leadership. However, in this study, the researcher presents the servant leadership variable on job satisfaction and their impact on employee performance, which is a mediating variable.

Based on the problems above, a study on employee performance is necessary to predict how much influence the organizational climate and servant leadership have on job satisfaction and its impact on employee performance during the Covid-19 pandemic and provide input to the company as an effort to improve employee performance.

## **2. THEORITICAL REVIEW**

### **Organizational Behavior**

According to John A. Wagner & Hollenbeck, organizational behavior is a field of study that looks to comprehend, clarify, anticipate, and change human conduct that happens in a traditional setting [5]. Principles of organizational behavior, including 1) Humans have different behavior because their abilities are not the same, 2) Humans have different needs 3) People think about the future and make choices about how to act, (4) A person understands his environment about his past experiences of needs, 5) A person has happy or unhappy reactions, and 6) Many factors determine a person's attitude and behavior [6].

### **Employee Performance**

According to Veithzal, performance is actual conduct shown by everybody as work performance created by representatives is vital in the organization's endeavors to accomplish its objectives [7]. The indicators of employee performance are as follows: (1) Quality of Work, (2) Quantity of Work, (3) Implementation of Duties, and (4) Responsibilities [8].

### **Job Satisfaction**

Job satisfaction is full of feeling or enthusiastic reactions to sharing angles or parts of one's work, so that job satisfaction is certifiably not a solitary idea [9]. An individual can be somewhat happy with one part of the work and disappointed with one different perspective. The indicators of job satisfaction itself consist of, namely: (1) Mentally testing work, (2) Supporting work conditions, (3) Appropriate rewards or salary, (4) Similarity between individual and work, and (5) steady associates [10].

### **Servant Leadership**

Servant leadership is a sacrificial and humble authority style who accepts that being a pioneer is his obligation to serve the representatives who work under them [11]. Indicators

for measuring servant leadership are: (1) Love, (2) Empowerment, (3) Vision, (4) Humility, and (5) Trust [12].

### Organizational Climate

Litwin and Stringer outline organizational climate as a fixed of measurable properties of the painting's surroundings, which can be both at once or in a roundabout way felt through personnel running in organizational surroundings that impact and encourage their behavior [13]. There are five signs within the organizational climate are: 1) Responsibility, 2) Identity, 3) Warmth, 4) Support, and 5) Conflict [14].

### Applied Framework

Referring to the evaluation of the idea and ideas that have been said above, there are numerous troubles of organizational climate and servant leadership that can not be separated from job satisfaction, which influences employee performance in an agency. A theoretical framework is drawn up, which drags down the float of thought—evolved on this research.

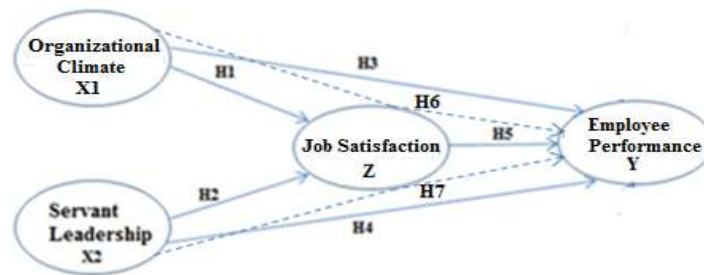


Figure 1. Applied Framework

Based at the description of the framework above, the subsequent studies hypotheses had been developed:

H1: Organizational climate has an influence on job satisfaction.

H2: Servant leadership has an influence on job satisfaction.

H3: Organizational climate has an influence on employee performance.

H4: Servant leadership has influence on employee performance.

H5: Job satisfaction has an influence on employee performance.

H6: Job satisfaction as mediating between organizational climate and employee performance

H7: Job satisfaction as mediating between servant leadership and employee performance.

### 3. RESEARCH METHODS

These studies become carried out using a descriptive approach and via a quantitative method—descriptive studies objectives to explain the traits of a specific group. Quantitative evaluation becomes selected because this examination aimed to decide the connection among those variables, the score expressed in numerical shape or more significant emphasis on records within the shape of numbers that have been processed mathematically with statistical formulas. The quantitative method is a study's approach primarily based totally on positivism, used to study specific populations or samples. This study is within the shape of numbers, and evaluation uses records to degree and reaps studies effects via questionnaires [15].

The population is a speculative territory composed of the following elements: An item or subject with specific properties and attributes and is determined by the analyst to focus and draw conclusions [15]. The target population of this research was the staff in the

Liaison Bureau of Lampung Province in Jakarta, totaling 124 people, consisting of 74 civil servants and 50 temporary employees.

The pattern is a part of the variety and traits possessed by the populace [15]. In this, look at the researchers used saturated sampling. Saturated sampling is a pattern series method while all participants of the populace are used as samples [15]. Another period for saturated sampling is the census, wherein the pattern becomes all civil servants in the Liaison Bureau of Lampung Province in Jakarta, 74 people. Data changed into gathered via the use of a questionnaire technique, wherein respondents replied to questions organized within the shape of picks, and the query scale used a Likert scale (1-5). The records evaluation technique in this study changed into SEM-PLS with the assist of SmartPLS 3.3 software.

#### 4. RESULTS AND DISCUSSION

PLS is an opportunity technology that changes from a fully SEM technology based on covariance to an entirely based technology primarily on variance. Covariance-primarily based SEM usually assessments causality or theory, while PLS is extra of a predictive version [16]. The evaluation approach on this has a look at using the PLS approach which turned into performed in stages, namely: (1) The first degree turned into to assess the dimension version, which turned into to test the validity and assemble reliability of every indicator, and (2) The 2nd degree turned into to assess the structural version which aimed to decide whether or not there has been a power among variables/correlation among the constructs measured with the aid of using the usage of the t take a look at of the PLS itself.

##### Evaluation of Measurement Model

Legitimacy going for developmental signs shows an extra in a brand name withinside the gather if various signs withinside the equivalent collect extrude or are wiped out from the model. The stacking issue esteem in each gather of the embraced stacking esteem changed into better than 0.7. The worth of focalized legitimacy is the worth of the stacking issue at the static variable with its signs. The favored incentive for Convergent Validity changed into better than 0.7 [17]. Based on the examination's information, all signs had been genuine and affirmed that the stacking issue esteem in each gather is changed into better compared to 0.7. The most reduced marker esteems signs X1.5 with a worth of 0.766, and the pointer with the absolute best worth Y2 is 0.957, then, at that point, the signs on this gander at have all been announced real or meet the joined legitimacy investigate.

The subsequent legitimacy investigation looks at the Average Variance Extracted (AVE) esteem. The Average Variance Extracted (AVE) esteem should be extra than 0.5. The results of this gander at the realm that every one factor have met the necessities of the focalized legitimacy investigate, to the reality the worth of each factor is above 0.5 [18], especially X1 has a worth of 0.662, X2 has a worth of 0.718, Y has a worth of 0.868, and Z has a worth of 0.716. One more aspect this is broadly used to test unwavering quality is to apply the AVE esteem. The design is to degree the degree of fluctuation of a collect component. This is gathered from its signs with the guide of adapting to the misstep rate.

After this, a discriminant validity looks at is carried out, discriminant validity is classed primarily based totally on the Fornell Larcker criterion and pass loading. Discriminant validity also can be visible withinside the Fornell more considerable criterion look at with the aid of using evaluating the square root of the AVE for every assemble with the correlation score among constructs withinside the model [18].

A assemble is asserted legitimate if it has the square root of the very best AVE to the goal assemble compared to the AVE's square root to different constructs. Based on the study's outcomes, it became said that the Fornell more considerable criterion or the square

root of score all variables confirmed that the square root fee of the AVE became better than the correlation score among different variables.

In addition to validity testing, the subsequent is reliability testing. A reliability test is used to degree the consistency of respondents in answering the query objects withinside the questionnaire or studies instrument. The reliability test uses methods, particularly composite reliability, and Cronbach's alpha. Cronbach's alpha is used to determine the reliability of the signs used within the studies questionnaire [19]. The minimal reliability degree of Cronbach's Alpha score is 0.70 [20].

Based on the study's outcomes, all variables have composite reliability and Cronbach's alpha score more than 0.7, so it could be stated that every studies variable has met the necessities for composite reliability and Cronbach's alpha. Moreover, it could additionally be stated that the above variables are reliable.

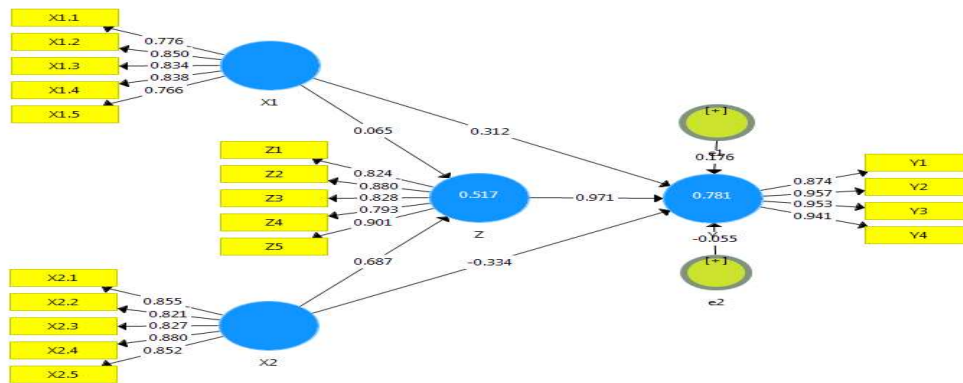


Figure 2. Measurement Model

### Evaluation of Structural Model

The coefficient of willpower is used to decide how tons of unbiased variables have power over the structured variable. The score of the coefficient of willpower used an adjusted R square. The effects confirmed that the  $R^2$  score of the Y variable changed into 0.781, which indicated that employee performance changed into prompted via way of means of organizational climate, servant leadership. Job satisfaction means 78.1%, while the remaining 21.9% is prompted means of different variables not covered withinside the model. The  $R^2$  score of 0.781 indicated that the structural model changed into taken into consideration correct in measuring the variant withinside the score of the Y variable.

Then, the  $R^2$  score of the Z variable is 0.517. This means that the elements of activity pride from the organizational climate and servant leadership impact 51.7%. In comparison, the remaining 48.3% is prompted using different variables not covered in the version. The  $R^2$  score of 0.517 indicates that the structural model has taken into consideration correctly in measuring the variant withinside the score of the Z variable.

Next, take a look at predictive relevance (blindfolding). Predictive relevance ( $Q^2$ ) for the structural version measures how nicely the discovered scores are generated. As indicated, if the  $Q^2$  score is extra than 0 for certain endogenous latent variables, The PLS route version has predictive relevance for that construct [21]. The effects of the predictive relevance take a look at ( $Q^2$ ) display that the variable Y and variable Z have a score more than 0, particularly 0.648 and 0.346. The endogenous latent variable is stated to have a terrific commentary.

Next is to evaluate the fit model in this study using two test models, including the average fit index (NFI) that the NFI score is closer to 1, the more fit the model [22]. In

addition to the NFI score, the fit model can be seen from the SRMR and Chi-Square, and it can be concluded that this study has a regular fit index (NFI) of 0.669 or 66.9%, so it can be said that this model is fit.

Based on the information processing carried out via way of means of the researcher, it may be used to reply to the speculation of this study. Hypothesis checking out on this look at changed into finished via way of means of searching on the calculated t-count score and p-value. The study's speculation may be declared normal if the p-value.

Table 1. Hypothesis Test

	Effect	Path coef	t-statistic	P-Value	Result
H1	Organizational climate an influence on job satisfaction	0.065	0.720	0.472	Rejected
H2	Servant leadership has an influence on job satisfaction	0.687	7.908	0.000	Proven
H3	Organizational climate an influence on employee performance	0.312	3.692	0.000	Proven
H4	Servant leadership has an influence on employee performance	-0.334	3.066	0.002	Proven
H5	Job satisfaction has an influence to employee performance	0.971	10.975	0.000	Proven
H6	Job satisfaction as mediating between organizational climate and employee performance	0.176	2.337	0.020	Proven
H7	Job satisfaction as mediating between servant leadership and employee performance	-0.055	0.980	0.328	Rejected

### Interpretation of Research Results

Hypothesis trying out the PLS-SEM technique is extensively divided into stages, specific evaluation of measurement model and evaluation of the structural model. Evaluation of measurement model may be stated as an evaluation of validity and reliability, at the same time as evaluation of the structural model is used to test hypotheses.

#### Organizational Climate Had a Positive and Insignificant Influence on Job Satisfaction

The consequences of this observation imply that organizational climate has a positive and insignificant impact on job satisfaction. Path coefficient looks at indicating 0.065, which indicates a positive correlation, and t-statistic takes a look at indicating that with a significant of 5%, t-statistic (0.720) < from t-table (1994). This study is by research by Pratama and Pasaribu, which states that the organizational climate has no significant influence on job satisfaction<sup>3</sup>, even as this observe is not by research by Wibiseno & Dewi, it is said that organizational climate variables are indicated to have a significant impact on job satisfaction [23].

In this observation " the identification of every worker is clean" is an indicator that has a robust correlation in organizational climate variables. These consequences may be defined as a personal sense that colleagues within the workplace have a clean identification administratively. The consequences of this observation are that organizational climate had a positive and significant impact on job satisfaction. Therefore, if the perceived organizational climate is good, it no longer significantly influences job satisfaction.

### **Servant Leadership Had a Positive and Significant Influence on Job Satisfaction**

The effects of this look imply that servant leadership has a positive and significant influence on job satisfaction. The path coefficient indicates 0.687, which shows a positive correlation, and the t-statistic test indicates that with a significant of 5%, t-statistic (7.908) < from t-table (1.994). This study is by research by Adiguzel, states that servant leadership has a significant influence on job satisfaction [24], and Maharani & Aini's research states that servant leadership has a significant influence on job satisfaction [25]. This indicates that servant leadership is capable of encouraging job satisfaction.

In this have a look at, " leaders have mutual recognize and understand the contribution of the paintings in their subordinates" turns into an indicator that has a robust correlation the servant leadership variable. These effects may be defined as personnel experience that their leaders constantly supply appreciation to their subordinates for the ensuing performance. The effects of this look imply that servant leadership has a positive and significant influence on job satisfaction. So, if servant leadership is perceived as high, it will significantly impact job satisfaction, or if servant leadership is high, job satisfaction can also be high.

### **Organizational Climate Had a Positive and Significant Influence on Employee Performance**

The effects of this have implied that organizational climate has a positive and significant influence on employee performance. The path coefficient takes a look at indicates 0.312, which shows a positive correlation, and the t-statistic takes a look at indicating that with an importance of 5%, t-statistic (3.692) < from t-table (1.994). This study is by studies research Irwan dan Kasmirudin which states that the organizational climate significantly influences job satisfaction [26]. Research by Diputra states that organizational climate has a positive and significant influence on employee performance [27].

This shows that organizational climate has a positive and significant influence on employee performance. So, if the perceived organizational climate is high, it will significantly influence employee performance, or if the organizational climate is well, employee performance can also be high.

### **Servant Leadership Had a Negative and Significant Influence on Employee Performance**

The consequences of this observation suggest that servant leadership has a negative and significant influence on employee performance. The path coefficient test indicates -0.334, which shows a negative correlation, and the t-statistic test indicates that with a significant of 5%, t-statistic (3.066) > from t-table (1.994). These studies are by Sahem, which states that servant leadership has not influenced employee performance [28]. Even as this observe is not by research by Harianto, it is said that servant leadership can influence employee performance [29]. The consequences of this observation suggest that servant leadership has a negative and significant influence on employee performance. So, servant leadership, which is too excessive, has a negative influence on employee performance.

### **Job Satisfaction Had a Positive and Significant Influence on Employee Performance**

The effects of this suggest that job satisfaction has a positive and significant influence on employee performance. The path coefficient test indicates 0.971, which shows a positive correlation, and the t-statistic test indicates that with a significant of 5%, t-statistic (10.975) > from t-table (1.994). This study is by research by Adigun, which states that job satisfaction significantly influences employee performance [30]. While withinside the studies of Sari & Hadijah said that job satisfaction has a significant influence on employee performance partially [31].

In this look at, "supportive coworkers (pleasant and supportive paintings)" have become the indicator that had the most potent courting withinside the job satisfaction variable. Thus, it could be defined that personnel are happy because coworkers are pleasant and jointly help the paintings given. The effects confirmed that job satisfaction positively and significantly influenced employee performance. So, job satisfaction is adequately felt, and excessive will influence employee performance, or if job satisfaction is excessive, then employee performance can also be excessive.

### **Job Satisfaction is Able to Mediate the Influence of Organizational Climate on Employee Performance**

This study is done by Pratama and Pasaribu, which states that organizational climate influences employee performance through job satisfaction [3]. The research by Safitrin, Said that job satisfaction could mediate the influence of organizational climate on employee performance [32]. Based on the result of this study, it is said that job satisfaction is capable of mediating the effect of organizational climate on employee performance in a positive and significant way. So, if job satisfaction is felt because of excessive organizational climate, employee performance will increase.

### **Job Satisfaction Unable to Mediate the Influence of Servant Leadership on Employee Performance**

This study is by Sahem, which states that job satisfaction cannot mediate the influence of servant leadership on employee performance through job satisfaction [28]. In research by Akbar and Nurhidayati, it is said that job satisfaction is unable to mediate between servant leadership and employee performance [4]. Based on the consequences of this take a look at, it is said that job satisfaction is unable to mediate the influence of servant leadership on employee performance. So, if job satisfaction is felt due to servant leadership, it will now not affect employee performance.

## **5. CONCLUSIONS**

Based on the effects of the evaluation and discussion, the subsequent conclusions may be drawn:

- 1) Organizational climate has a positive and insignificant influence on job satisfaction. This means that organizational climate has no significant impact on job satisfaction. So, if the perceived organizational climate is excellent, it doesn't significantly impact on worker job satisfaction.
- 2) Servant leadership has a positive and significant influence on job satisfaction. So, suppose servant leadership is perceived as excessive. In that case, it will have a significant impact on job satisfaction, or if servant leadership is excessive, job satisfaction may also be excessive.
- 3) Organizational climate has a positive and significant influence on employee performance. So, suppose the perceived organizational climate is excessive. In that case, it will have a significant impact on employee performance, or if the organizational climate is excessive, employee performance may also be excessive.
- 4) Servant leadership has a negative and significant influence on employee performance. So, servant leadership, which is too excessive, hurts employee performance, or the better the servant leadership, the employee performance will decrease.
- 5) Job satisfaction has a positive and significant influence on employee performance. So, job satisfaction is felt excellent and excessive will affect employee performance or job satisfaction is excessive, then employee performance may also be excessive.



- 6) Job satisfaction can mediate the influence of organizational climate on employee performance. So, if job satisfaction is felt because of excessive organizational climate, employee performance will increase.
- 7) Job satisfaction cannot mediate the influence of servant leadership on employee performance. So, if job satisfaction is felt due to servant leadership, it has no effect on employee performance.

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