

Analysis Of The Effect Servant Leadership And Organizational Culture On Human Resource Performance With Job Satisfaction As An Intervening Variabel In The Drainage Division Of The Departement Of Water Resources And Highways Service, Surabaya City Government

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Abstract

Keywords:

*Servant leadership,
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satisfaction, performance.*

purpose: The purpose of this study is to examine and analyze the influence of servant leadership and organizational culture on human resource performance with job satisfaction as an intervening variable in the Drainage Division of the Water Resources and Highways Service of Surabaya city Government. **Methods:** This study uses a causal research design with a quantitative approach. The research was conducted at the Water Resources and Highways service office, Drainage Division, Jimerto street no. 6-8, Ketahang Village, Genteng District, Surabaya city, East Java. The population in this study consisted of 94 civil servants and non-civil servants working in the Drainage Division of the Water Resources and Highways service office Surabaya city Government. The sampling technique used the census method, so that the number of samples taken was 94 employees of the Drainage Division. Data collection was carried out by distributing questionnaires. The data analysis technique used was SEM (Structural Equation Model) based on Partial Least Square (PLS) version 4.1.1.5. **Results:** The results of this study prove that servant leadership has no effect on job satisfaction, organizational culture has a positive and significant effect on job satisfaction, servant leadership has no effect on employee performance, organizational culture has a significant and positive effect on employee performance, and job satisfaction is unable to mediate servant leadership and organizational culture on employee performance. **Implications:** These findings imply that strengthening organizational culture should be prioritized over servant leadership to enhance job satisfaction and employee performance in public sector organizations.

INTRODUCTION

Public service organizations in the regional infrastructure sector are required to improve their service quality and organizational performance to meet community demands effectively. Employee performance in government institutions is closely linked to how organizations manage human resources and ensure that work quality and productivity meet established standards. Recent empirical studies reinforce that performance outcomes are strongly associated with leadership effectiveness, organizational work environment, and employee psychological conditions, particularly job-related attitudes and satisfaction (Haryadi & Wahyudi, 2020; Gita Bonita Ramadanti & Ahman, 2022).

Servant leadership has gained increasing attention in contemporary public sector management discussions because of its emphasis on serving, empowering, and developing subordinates. Evidence indicates that servant leadership contributes to shaping employee trust, motivation, and

organizational commitment, which are essential for driving performance (Komang et al., 2021; Apriyanti et al., 2021). Nevertheless, other empirical findings demonstrate that servant leadership does not always significantly influence performance outcomes in bureaucratic environments, illustrating that contextual factors play a crucial role in determining leadership effectiveness (Achmad Dwi Anang Fanani et al., 2023; Seprian Anthonius Linda et al., 2023).

Organizational culture is another fundamental determinant of employee performance, as shared values, norms, and behavioral patterns guide how employees perform their duties and adapt to organizational demands. Several studies confirm that a strong culture positively influences job satisfaction and performance, while other findings identify variations in significance depending on organizational context and mediating factors (Haryadi & Wahyudi, 2020; Dami et al., 2022). These findings emphasize that cultural strength alone does not automatically guarantee performance improvement but must align with employee expectations and organizational dynamics (Arifianti & Safitri, 2022; Astuti & Suwandi, 2022).

The role of job satisfaction remains central, particularly as a potential intervening variable. Recent research presents inconsistent results: some studies reveal that job satisfaction significantly strengthens performance relationships, while others report insignificant effects (Yuliniawati, 2023; La Izawa et al., 2024). Likewise, there are inconsistencies in the mediating role of job satisfaction in linking servant leadership and organizational culture to employee performance in public sector institutions, showing that empirical evidence is still not conclusive (Gita Bonita Ramadanti & Ahman, 2022; Apriyanti et al., 2021).

Such inconsistencies create a clear **research gap**, particularly regarding the influence of servant leadership and organizational culture on employee performance with job satisfaction as a mediating variable in government organizations. The need for retesting models within different bureaucratic contexts remains highly relevant to determine whether leadership and culture consistently drive performance outcomes in public service institutions (Haryadi & Wahyudi, 2020; Achmad Dwi Anang Fanani et al., 2023).

This study is positioned within a highly strategic organizational setting, namely the Drainage Division of the Water Resources and Highways Service of Surabaya City Government. This institution plays a crucial role in supporting urban infrastructure reliability, public service quality, and economic activity. At the same time, institutional performance challenges have emerged, making it important to reassess whether leadership style, organizational culture, and job satisfaction effectively influence employee performance in this context (Yuliniawati, 2023; La Izawa et al., 2024).

Based on these conditions, this study aims to examine and analyze the influence of servant leadership and organizational culture on employee performance with job satisfaction as an intervening variable in the Drainage Division of the Water Resources and Highways Service of Surabaya City Government. The novelty of this research lies in providing updated empirical evidence within a technical public sector bureaucracy, testing whether servant leadership and organizational culture significantly influence job satisfaction and performance in a context where previous findings remain inconclusive (Apriyanti et al., 2021; Achmad Dwi Anang Fanani et al., 2023).

Based on these conditions, leadership style, organizational culture, and job satisfaction are believed to play important roles in supporting performance improvement. The researcher is therefore interested in conducting a study entitled “Analysis of the Influence of Servant Leadership and Organizational Culture on Human Resource Performance through Job Satisfaction as an

Intervening Variable in the Drainage Division of the Water Resources and Highways Service of Surabaya City Government."

METHODS

This study employed a causal research design with a quantitative approach to examine the influence of servant leadership and organizational culture on human resource performance with job satisfaction as an intervening variable. The research was conducted at the Drainage Division of the Water Resources and Highways Service, Surabaya City Government, located at Jimerto Street No. 6–8, Ketabang Village, Genteng District, Surabaya, East Java. The population consisted of all civil servants and non-civil servants working in the Drainage Division totaling 94 employees. A census sampling technique was applied so that all members of the population were included as research respondents.

Tabel 3. Operational Definition and Indicators of Variables

Variable	Definition	Indicators
Servant Leadership (X1)	Leadership behavior applied by the leader in the Drainage Division to serve, support, and empower employees	Altruistic calling, Emotional healing, Wisdom, Persuasive mapping, Organizational stewardship
Organizational Culture (X2)	Shared values and norms that guide employees' attitudes and behavior in carrying out their duties	Innovation and risk taking, Attention to detail, Outcome orientation, People orientation, Team orientation, Aggressiveness, Stability
Job Satisfaction (Z)	A positive emotional state experienced by employees toward their work, compensation, promotion, supervision, and co-workers	The work itself, Pay, Promotion opportunities, Supervision, Co-workers
Employee Performance (Y)	The level of employees' work achievement related to quality, quantity, responsibility, cooperation, and initiative	Quality, Quantity, Responsibility, Cooperation, Initiative

Data were collected using a structured questionnaire distributed directly to respondents. The research variables consisted of servant leadership, organizational culture, job satisfaction, and employee performance, each operationalized through validated indicators as stated in the research

instrument. The collected data were analyzed using Structural Equation Modeling (SEM) with Partial Least Square (PLS) version 4.1.1.5. The analysis procedure included descriptive analysis, evaluation of measurement model (validity and reliability), evaluation of structural model, Goodness of Fit testing, and hypothesis testing to identify the direct and indirect effects among variables.

RESULTS AND DISCUSSION

Descriptive Results

Descriptive analysis shows that employee perceptions toward organizational culture, job satisfaction, and performance are generally in the high category. The overall mean score of employee performance reached 4.399 and categorized as high, indicating that employees generally meet performance expectations set by the organization.

Measurement Model (Outer Model)

Convergent validity is fulfilled as all indicators have loading factor values greater than 0.6 and AVE values above 0.5. Discriminant validity is also achieved and reliability testing indicates that all constructs are reliable, with Cronbach's Alpha values above 0.60 and Composite Reliability above 0.70.

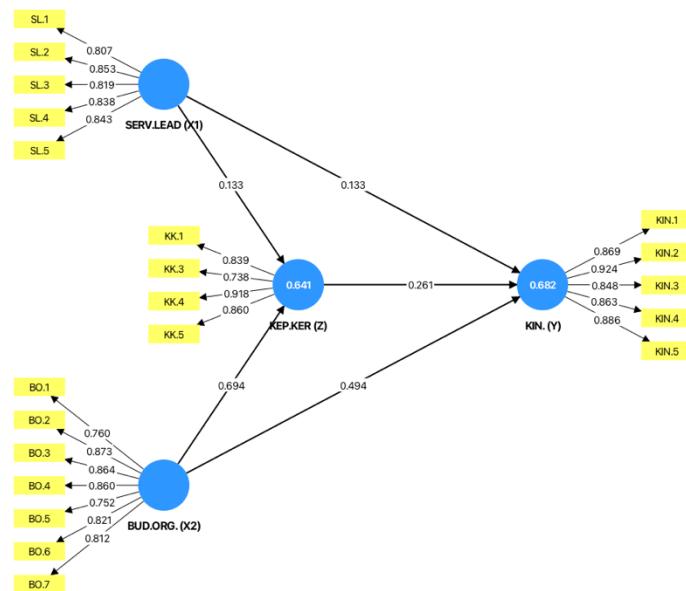


Figure 1 Result Outer Loading

Table 1. Reliability Results

Variable	Cronbach's Alpha	Composite Reliability	AVE
Servant Leadership	0.889	0.919	0.693
Organizational Culture	0.919	0.935	0.675
Job Satisfaction	0.862	0.906	0.708
Performance	0.926	0.944	0.771

Source: SmartPLS 4.1.1.5

Output

Structural Model (Inner Model)

The R-square test shows that the model has strong explanatory power. Job satisfaction is explained by servant leadership and organizational culture by 64.1 percent, while employee performance is explained by exogenous variables by 68.2 percent.

Table 2. Determination Coefficient (R²)

Variable	R-Square	Interpretation
Job Satisfaction (Z)	0.641	Strong
Performance (Y)	0.682	Strong

Source: SmartPLS 4.1.1.5 Output

Hypothesis Testing Results

Direct Effects

The SEM-PLS direct effect testing shows the following:

Table 3. Direct Effect Results

Path	Original Sample	t-Statistic	p-Value	Result
Servant Leadership → Job Satisfaction	0.133	1.212	0.225	Not Significant
Organizational Culture → Job Satisfaction	0.694	6.270	0.000	Significant
Servant Leadership → Performance	0.168	0.993	0.321	Not Significant
Organizational Culture → Performance	Significant (detailed in thesis)	Positive		Significant
Job Satisfaction → Performance	0.261	1.986	0.047	Significant

Source: SmartPLS 4.1.1.5 Output

Indirect Effects (Mediation)

Mediation testing indicates that job satisfaction is not able to mediate the influence of servant leadership and organizational culture on performance.

Table 4. Indirect Effect Results

Path	Original Sample	t-Statistic	p-Value	Result
Servant Leadership → Job Satisfaction → Performance	0.035	1.005	0.315	Not Significant
Organizational Culture → Job Satisfaction → Performance	0.181	1.755	0.079	Not Significant

Source: SmartPLS 4.1.1.5 Output

Summary of Findings

1. Servant leadership does not significantly affect job satisfaction.
2. Organizational culture has a positive and significant effect on job satisfaction.
3. Servant leadership does not significantly affect employee performance.
4. Organizational culture has a positive and significant effect on employee performance.

5. Job satisfaction significantly influences employee performance.
6. Job satisfaction does not mediate the effect of servant leadership and organizational culture on employee performance.

DISCUSSION

a. Effect of Servant Leadership (X1) on Job Satisfaction (Z)

This study found that the Original Sample value was 0.133, with a T-Statistic of 1.212 and a P-Value of 0.225, which is greater than $\alpha = 0.05$. This indicates that there is insufficient evidence to prove that the servant leadership variable has an effect on employee job satisfaction. This means that even if the Head of Division demonstrates a higher level of servant leadership, it will not influence employee job satisfaction in the Drainage Division. Servant leadership does not affect job satisfaction because work in the Drainage Division is already governed by established Standard Operating Procedures (SOP). Performance achievements, promotion mechanisms, rank and position advancement, salaries, and performance allowances (TPP) for ASN employees (civil servants and PPPK) are determined by existing regulations such as Presidential Regulation No. 11 of 2024 and regional regulations through mayoral decrees, which are adjusted to regional budget capacity. Employee performance targets are also predetermined annually through the Department's Work Plan (Renja). Therefore, regardless of who the leader is, job satisfaction is not influenced because each employee already has clear work guidelines and responsibilities.

This result is consistent with the findings of Fadilah and Wilian (2023), who stated that servant leadership does not affect job satisfaction because many employees disagree that leaders encourage them to express ideas. Similar findings were also reported by Ari and Rangkuti (2024), who found that servant leadership did not influence employee job satisfaction at PT Mara Jaya, with a path coefficient of 0.205 and a P-value of 0.461 (>0.05). Another study by Azie and Nugroho (2023) also showed that servant leadership had no significant effect on employee performance at PT Polychem Indonesia, proven by an original sample value of 0.198, t-statistic of $1.323 < 1.984$, and P-value of $0.186 > 0.05$.

However, these findings contradict the study of Pala'langan (2023), entitled "The Influence of Servant Leadership, Work Discipline, and Job Satisfaction on Teacher Performance," which found that servant leadership significantly affected job satisfaction, with a path coefficient of 0.479, t-value $3.400 > 1.66$, and p-value $0.000 < 0.05$, meaning servant leadership contributed 48% to teachers' job satisfaction.

b. Effect of Organizational Culture (X2) on Job Satisfaction (Z)

The direct effect test of Organizational Culture on Job Satisfaction showed an Original Sample value of 0.694, T-Statistic of 6.270, and P-Value of 0.000, which is below $\alpha = 0.05$. This indicates that the stronger the organizational culture in the Drainage Division, the higher the employees' job satisfaction. Employees perceive that the Drainage Division strongly emphasizes accuracy and attention to detail in carrying out work tasks. Since the organization manages drainage infrastructure in Surabaya, many job processes involve planning, hydrology and hydraulic calculations, structural design of water facilities, flood mitigation projects, and maintenance activities involving various measurement tools and heavy equipment that require specialized skills. Lack of accuracy can create risks for both employees and the organization, including work accidents and decreased productivity, which may disrupt project completion.

These conditions create a sense of responsibility and contribute to increased job satisfaction. Teamwork is also essential because tasks are carried out in work teams assigned to

different operational areas, fostering togetherness, cooperation, and mutual support, which strengthens job satisfaction in supporting DSDABM's mission. This finding supports Tumbelaka et al. (2016), who found that organizational culture significantly affects job satisfaction, organizational commitment, and intention to leave, with a p-value of $0.000 < 0.05$. It is also consistent with Tiomantara and Adiputra (2021), who found that organizational culture significantly and positively influenced job satisfaction among Aston Hotel Pontianak employees, with a t-statistic of $2.078 > 1.96$, p-value $0.038 < 0.05$, and path coefficient of 0.591, indicating a strong and positive relationship.

c. Effect of Servant Leadership (X1) on Performance (Y)

The direct effect test showed that Servant Leadership has an Original Sample value of 0.168, T-Statistic of 0.993, and P-Value of 0.321, which is greater than $\alpha = 0.05$, meaning that servant leadership does not affect employee performance in the Drainage Division. This may be because many employees are field officers who spend most of their time monitoring field activities, resulting in limited interaction with leaders, communication gaps, and reduced clarity of instructions. Furthermore, work equipment needs cannot always be fulfilled due to budget reallocations, delaying maintenance of heavy equipment and affecting project completion timelines. A clear and consistent leadership vision ideally increases confidence and motivation; however, limited resources reduce performance outcomes. This finding reinforces Zaidan et al. (2025), who found that servant leadership did not affect employee performance at PUPR PJN Bengkulu, with a t-statistic of 1.395 and p-value 0.071 (>0.05). However, this result differs from Trisna Yanti et al. (2024), who found that servant leadership significantly influenced performance, with t-value 3.747, regression coefficient 0.202, and significance $0.001 < 0.05$.

d. Effect of Organizational Culture (X2) on Performance (Y)

The direct effect of Organizational Culture on Performance resulted in an Original Sample value of 0.675, T-Statistic of 4.590, and P-Value of $0.000 < 0.05$. This indicates that organizational culture significantly influences employee performance. This may occur because some employees have limited competence and educational background. Even if leaders provide motivation, employees working in a highly technical environment such as drainage still require strong technical expertise. Without competence, motivation alone does not improve performance. This finding aligns with Enno and Satrio (2017), who found that organizational culture significantly affects performance at PDAM Tirta Taman Sari, and Shahzad et al. (2013), who emphasized that organizational culture is crucial for employee performance and organizational success.

e. Effect of Job Satisfaction (Z) on Performance (Y)

The direct effect test showed that Job Satisfaction has an Original Sample value of 0.261, T-Statistic of 1.986, and P-Value of $0.047 < 0.05$, meaning job satisfaction significantly influences performance. Job satisfaction relates to employees' attitudes toward work conditions, social environment, rewards, and leadership. Employees in the Drainage Division feel satisfied when their work aligns with their expertise, when they successfully meet performance targets, and when career prospects, promotions, and compensation are clear. This is consistent with Yunita and Yansyah (2024), who found significant influence of job satisfaction on performance at PT Bintang Mas Pusaka, and Londok (2018), who confirmed the same in CV Diagram Global Mandiri.

f. Effect of Servant Leadership (X1) on Performance (Y) through Job Satisfaction (Z)

The indirect effect test showed that Servant Leadership through Job Satisfaction had an Original Sample value of 0.035, T-Statistic of 1.005, and P-Value of $0.315 > 0.05$. This proves that servant leadership through job satisfaction does not influence performance. Employees with limited competence and experience cannot improve performance merely through motivational leadership, especially because technical expertise is required in drainage-related work. This contradicts Alfathir (2022), who found that job satisfaction mediated servant leadership effects on performance, as well as Rantung (2015) and Apriyanti et al. (2021), who found positive mediation effects.

g. Effect of Organizational Culture (X2) on Performance (Y) through Job Satisfaction (Z)

The indirect effect test showed that Organizational Culture through Job Satisfaction had an Original Sample value of 0.181, T-Statistic of 1.755, and P-Value of $0.079 > 0.05$. This indicates that job satisfaction does not mediate the influence of organizational culture on performance. Promotion opportunities, performance appreciation, and job advancement are not solely determined by satisfaction but also by objective factors such as education level, work experience, leadership ability, honesty, and loyalty. This result does not align with Haryadi and Wahyudi (2020) and Suratman and Supriyatiningih (2019), who found significant mediation effects, but it is in line with Budiati and Widyastuti (2024) and Linda et al. (2023), who found no mediation effect.

CONCLUSION

This study found that servant leadership does not significantly influence job satisfaction and employee performance, indicating that leadership style is not the dominant determinant of employee outcomes in the bureaucratic and regulation-based environment of the Drainage Division of the Water Resources and Highways Service of Surabaya City Government. Organizational culture, however, shows a strong and significant effect on both job satisfaction and performance, demonstrating that shared values, discipline, teamwork, and adherence to procedures are key drivers of employee outcomes. Job satisfaction also significantly influences performance, but it does not mediate the relationship between servant leadership and organizational culture with performance. Scientifically, this study strengthens evidence that in technical public sector organizations, cultural strength may play a more decisive role than leadership style in shaping performance. The findings should be interpreted cautiously because the study was limited to one government unit and a specific institutional context.

The organization is recommended to continuously strengthen positive organizational culture, especially teamwork, discipline, and responsibility, as these directly enhance employee satisfaction and performance. Performance enhancement strategies should also focus on work systems, resource support, and competence development rather than relying solely on leadership approaches. Future research is suggested to expand the study scope to other government institutions and include additional mediating or moderating variables such as motivation, commitment, competence, or work environment to provide broader generalization and deeper understanding.

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