

ABSTRAK

Penelitian ini bertujuan untuk mengetahui sejauh mana pengaruh *Servant Leadership* dan Motivasi Kerja terhadap Kinerja Pegawai dengan Kepuasan Kerja sebagai variabel intervening pada Kantor Badan Pendapatan Daerah Provinsi Sumatera Barat. Fenomena yang diamati menunjukkan bahwa kinerja pegawai pada Kantor Badan Pendapatan Daerah Provinsi Sumatera Barat belum mencapai target yang telah ditentukan sehingga mengakibatkan kinerja pegawai masih belum tercapai secara optimal. Populasi dalam penelitian ini adalah seluruh pegawai yang ada pada Kantor Badan Pendapatan Daerah Provinsi Sumatera Barat yaitu sebanyak 56 orang. Teknik pemilihan sampel menggunakan teknik sampling jenuh yaitu teknik pemilihan sampel dimana semua anggota populasi dijadikan sampel. Metode pengumpulan data melalui survei dan menyebarkan kuesioner kepada pegawai sebagai responden dengan menggunakan pendekatan kuantitatif pada Kantor Badan Pendapatan Daerah Provinsi Sumatera Barat. Teknik Analisa data yang digunakan adalah analisis *Structural Equation Modeling* (SEM) dengan *Partial Least Square* (PLS) 3.0.

Hasil penelitian menunjukkan bahwa *Servant leadership*, dan Motivasi Kerja berpengaruh positif dan signifikan terhadap Kepuasan Kerja. *Servant leadership* dan Motivasi Kerja berpengaruh positif dan tidak signifikan terhadap Kinerja Pegawai. Kepuasan Kerja berpengaruh positif dan signifikan terhadap Kinerja Pegawai. *Servant leadership* dan Motivasi Kerja berpengaruh positif dan signifikan terhadap kinerja pegawai melalui kepuasan kerja sebagai variabel intervening.

Kata kunci: *Servant Leadership*, Kepuasan Kerja, Kinerja Pegawai, Kepuasan Kerja

ABSTRACT

This study aims to determine the extent to which Servant Leadership and Work Motivation influence Employee Performance with Job Satisfaction as an intervening variable at the West Sumatra Provincial Revenue Agency Office. The observed phenomenon shows that employee performance at the West Sumatra Provincial Revenue Agency Office has not reached the predetermined target, resulting in employee performance still not being achieved optimally. The population in this study were all employees at the West Sumatra Provincial Revenue Agency Office, which amounted to 56 people. The sample selection technique used saturated sampling technique, namely a sample selection technique where all members of the population were sampled. The data collection method was through surveys and distributing questionnaires to employees as respondents using a quantitative approach at the West Sumatra Provincial Revenue Agency Office. The data analysis technique used was Structural Equation Modeling (SEM) analysis with Partial Least Square (PLS) 3.0.

The results of the study indicate that Servant leadership and Work Motivation have a positive and significant effect on Job Satisfaction. Servant leadership and Work Motivation have a positive and insignificant effect on Employee Performance. Job Satisfaction has a positive and significant effect on Employee Performance. Servant leadership and Work Motivation have a positive and significant effect on employee performance through job satisfaction as an intervening variable.

Keywords: *Servant Leadership, Job Satisfaction, Employee Performance, Job Satisfaction*