

ABSTRAK

Penelitian ini bertujuan untuk mengetahui seberapa besar Pengaruh *Servant leadership*, Motivasi dan Disiplin kerja terhadap Kinerja karyawan melalui Kepuasan kerja Sebagai Variabel Intervening. Variabel penelitian yaitu *Servant leadership* (X1), Motivasi (X2), Disiplin kerja (X3), Kinerja karyawan (Y) dan Kepuasan kerja (Z). Metode pengumpulan data melalui survey dan menyebarkan kuesioner dengan sampel 68 responden. Metode analisis yang digunakan adalah uji validitas dan reliabilitas, path analysis, analisis regresi berganda, untuk uji hipotesis digunakan yaitu uji t dan uji F.

Hasil penelitian menunjukkan a) Bahwa secara parsial terdapat pengaruh positif dan signifikan *Servant Leadership* terhadap Kepuasan Kerja. b) Bahwa secara parsial terdapat pengaruh positif dan tidak signifikan Motivasi Kerja terhadap Kepuasan Kerja. c) Bahwa secara parsial terdapat pengaruh positif dan signifikan Disiplin Kerja terhadap Kepuasan Kerja. d) Bahwa secara parsial terdapat pengaruh positif dan signifikan *Servant Leadership* terhadap Kinerja Karyawan. e) Bahwa secara parsial terdapat pengaruh positif dan signifikan Motivasi Kerja terhadap Kinerja Karyawan. f) Bahwa secara parsial terdapat pengaruh positif dan signifikan Disiplin Kerja terhadap Kinerja Karyawan. g) Bahwa secara parsial terdapat pengaruh positif dan tidak signifikan Kepuasan Kerja terhadap Kinerja Karyawan. h) Kepuasan Kerja tidak memediasi *Servant Leadership* terhadap Kinerja Karyawan. i) Kepuasan Kerja tidak memediasi Motivasi Kerja terhadap Kinerja Karyawan. j) Kepuasan Kerja tidak memediasi Disiplin Kerja terhadap Kinerja Karyawan.

Berdasarkan angka *Adjust R square* persamaan 1 diperoleh sebesar 0,873 atau 87,3%, hal ini menunjukkan bahwa persentase sumbangan Model I variabel independen *Servant leadership* (X₁), Motivasi kerja (X₂) dan Disiplin Kerja (X₃) terhadap variabel dependent Kepuasan kerja (Z) sebesar 87,3%, sedangkan sisanya sebesar 16,7% dipengaruhi variabel lain yang tidak diteliti. Dan angka *Adjust R square* persamaan 2 diperoleh sebesar 0,771 atau 77,1%, hal ini menunjukkan bahwa persentase sumbangan Model II variabel independen *Servant leadership* (X₁), Motivasi kerja (X₂), Disiplin kerja (X₃) dan Kinerja karyawan (Y) terhadap variabel dependen Kinerja karyawan (Y) sebesar 77,1%, sedangkan sisanya sebesar 22,9% dipengaruhi variabel lain yang tidak diteliti.

Kata Kunci :*Servant Leadership*, Motivasi kerja, Disiplin Kerja, Kepuasan Kerja dan Kinerja Karyawan.

ABSTRACT

This research aims to find out how much influence servant leadership, motivation and work discipline have on the performance of people through job satisfaction as an intervening variable. Research variables are Servant leadership (X1), Motivation (X2), Work disciplin (X3) , Employee performance (Y) and job satisfaction (Z). The method of collecting data through surveys and disseminating questionnaires with a sample of 68 respondents. The analytical methods used are validity and reliability tests, path analysis, multiple regression analysis, for hypothesis tests used namely the t test and the F test.

The results show a) That partially there is a positive and significant influence of Servant Leadership on Job Satisfaction. b) That partially there is a positive and insignificant influence on Job Motivation on Job Satisfaction.c) That partially there is a positive and significant influence of Work Discipline on Job Satisfaction. d) That there is partially a positive and significant influence of Servant Leadership on Employee Performance. e) That Partially there is a positive and significant influence on Employee Performance. f) That partially there is a positive and significant influence of Work Discipline on Employee Performance. g) That partially there is a positive and insignificant influence on Employee Performance. h) Job Satisfaction does not mediate Servant Leadership on Employee Performance. i) Job Satisfaction does not mediate Work Motivation to Employee Performance. j) Job Satisfaction does not mediate Work Discipline on Employee Performance.

Based on the number Adjust R square equation 1 obtained by 0.873 or ,%, this shows that the percentage of contributions model I independent variable Servant leadership (x_1), Work motivation (x_2) and Work Discipline (x_3) The dependent variable (Z) was ,%, while the remaining 16.7,% was influenced by other un studied variables. And the number Adjust R square equation 2 obtained by 0.771 or 77.1,%, this shows that the percentage of contributions model II independent variable Servant leadership (x_1), Work motivation (x_2), Work Discipline (x_3) and employee performance (Y) against dependent variables Karyawan Performance (Y) by 77.1,%, while the remaining 22.9% is influenced by other variables that are not studied.

Keywords: Servant Leadership, Work Motivation, Work Discipline, Job Satisfaction and Employee Performance.