Servant Leadership, Organizational Culture, And Employee Performance: Examining The Mediating Role of Job Satisfaction at The Regional Revenue Agency of Riau Province

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Abstract.
This study examines the effects of servant leadership and organizational culture on employee performance, with job satisfaction acting as a mediating variable, among employees of the Regional Revenue Agency of Riau Province, Indonesia. A quantitative research approach was employed using survey data collected from 58 employees selected from a population of 118 employees through the Slovin formula. Data were analyzed using the Statistical Package for the Social Sciences (SPSS) and Structural Equation Modeling–Partial Least Squares (SEM-PLS) with SmartPLS software. The findings reveal that servant leadership and organizational culture have positive and significant effects on both job satisfaction and employee performance. Furthermore, job satisfaction has a positive and significant effect on employee performance and significantly mediates the relationships between servant leadership and employee performance as well as between organizational culture and employee performance. These findings highlight the importance of strengthening servant leadership practices and fostering a supportive organizational culture to enhance employee satisfaction and ultimately improve employee performance in public sector organizations.
Keywords: *Servant Leadership, Organizational Culture, Job Satisfaction, and Employee Performance.*

I. INTRODUCTION

Human resources are one of the most important assets in ensuring the sustainability and success of an organization. The achievement of organizational goals largely depends on employees’ ability to perform their duties and responsibilities effectively. Therefore, human resource management plays a crucial role in improving employee motivation, loyalty, job satisfaction, and performance. When organizational objectives are aligned with employees’ needs, employees are more likely to demonstrate higher commitment and deliver optimal work performance. In public sector organizations, effective human resource management is particularly important because government institutions are responsible for providing public services that are efficient, transparent, accountable, and responsive to community needs. Consequently, employee performance has become a key indicator of organizational effectiveness and public service quality.

The Regional Revenue Agency (BAPENDA) of Riau Province is one of the government institutions responsible for managing and optimizing regional revenue. To accomplish its strategic responsibilities, the organization requires employees who are professional, competent, adaptive, and capable of achieving organizational targets. Employee performance within the Indonesian public sector is evaluated based on work results and work behavior in accordance with Government Regulation Number 30 of 2019 and the Regulation of the Minister of Administrative and Bureaucratic Reform Number 6 of 2022. However, employee performance data at the Regional Revenue Agency of Riau Province during the 2022–2024 period indicate fluctuations across performance categories. Although the proportion of employees receiving good performance ratings increased in 2023, the distribution declined again in 2024, while the number of employees categorized as having adequate, poor, and very poor performance increased. These findings suggest that employee performance has not yet shown consistent improvement and that further investigation into organizational factors influencing performance is necessary.

One factor that is closely associated with employee performance is job satisfaction. Job satisfaction reflects employees’ attitudes and feelings toward their work, including satisfaction with the nature of the job, relationships with colleagues, supervisory support, career development opportunities, and the working environment. Employees who experience higher job satisfaction are generally more motivated, committed, and willing to perform their responsibilities effectively. Conversely, dissatisfaction may reduce work enthusiasm and negatively affect organizational outcomes. A preliminary survey conducted among employees of the Regional Revenue Agency of Riau Province revealed that the majority of respondents expressed dissatisfaction with several aspects of their jobs. More than half of the respondents disagreed that their work matched their interests, that supervisors provided sufficient support, that promotion opportunities were clear, and that the working environment was supportive. These findings indicate that job satisfaction remains an important issue requiring further investigation within the organization.

One organizational factor that may influence employee satisfaction and performance is servant leadership. Servant leadership emphasizes leaders' commitment to serving employees by listening to their opinions, providing motivation, encouraging collaboration, respecting subordinates, offering assistance in completing tasks, and empowering employees through trust. Such leadership behavior is expected to foster a positive working environment that enhances employees' psychological well-being and work performance. Nevertheless, the preliminary survey conducted in this study indicates that employees' perceptions of servant leadership are relatively unfavorable. Most respondents reported that supervisors rarely listened to employee suggestions, provided insufficient support in completing tasks, and lacked confidence in delegating responsibilities to employees. These findings suggest that servant leadership practices within the organization may not yet have been fully implemented.

Another factor that may contribute to employee performance is organizational culture. Organizational culture consists of shared values, norms, beliefs, and practices that guide employees' behavior and interactions within an organization. A strong organizational culture encourages collaboration, adaptability, ethical behavior, creativity, and continuous improvement, thereby supporting organizational effectiveness. However, the results of the preliminary survey reveal that many employees perceived weaknesses in several aspects of organizational culture. Most respondents disagreed that organizational values and work ethics were consistently implemented, that employees adapted well to organizational changes, or that the existing work culture effectively encouraged competency development. These findings indicate that organizational culture may still require improvement to support employee performance and satisfaction.

Previous studies have reported that servant leadership, organizational culture, and job satisfaction are associated with employee performance. However, empirical findings remain inconsistent, with some studies reporting positive and significant relationships while others have produced different conclusions. These inconsistencies suggest that the relationships among these variables may vary depending on organizational characteristics, employee conditions, and the institutional environment. Therefore, job satisfaction is proposed as a mediating variable in this study because it may explain how servant leadership and organizational culture influence employee performance. Based on the performance phenomenon, preliminary survey findings, and research gaps identified in previous studies, this study aims to examine the influence of servant leadership and organizational culture on employee performance, with job satisfaction serving as a mediating variable, among employees of the Regional Revenue Agency of Riau Province.

II. METHODS

This study employed a quantitative research approach to examine the relationships among servant leadership, organizational culture, job satisfaction, and employee performance. A quantitative approach was selected because it enables the testing of hypotheses through statistical analysis using numerical data. According to Sugiyono (2019), quantitative research is a method used to investigate specific populations or samples in order to test predetermined hypotheses through statistical analysis. The research model was designed to analyze the direct effects of servant leadership and organizational culture on employee performance, as well as the indirect effects through job satisfaction as a mediating variable. This study involved four variables: servant leadership (X1), organizational culture (X2), job satisfaction (Z), and employee performance (Y). Servant leadership refers to a leadership style that prioritizes serving employees, emphasizing individual growth, empowerment, and employee well-being. Organizational culture represents the shared values, norms, and work practices that influence employees' behavior within the organization. Job satisfaction is defined as employees' overall level of satisfaction with various aspects of their work, while employee performance refers to the achievement of work targets and responsibilities in accordance with organizational standards.

The study was conducted at the Regional Revenue Agency (BAPENDA) of Riau Province, Indonesia. The population consisted of 139 employees. The sample size was determined using the Slovin formula with a 10% margin of error, resulting in a sample of 58 employees selected as respondents. The study utilized quantitative data collected from both primary and secondary sources. Primary data were obtained through questionnaires distributed directly to employees of the Regional Revenue Agency of Riau Province, while secondary data were collected from books, scientific journals, previous studies, and other relevant literature. Responses to the questionnaire were measured using a five-point Likert scale ranging from strongly disagree (1) to strongly agree (5).

The data were analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS) with SmartPLS software. SEM-PLS was selected because it is suitable for predicting relationships among latent variables and simultaneously evaluating measurement and structural models. The analysis began with an assessment of the measurement model (outer model), including convergent validity using factor loadings and Average Variance Extracted (AVE), discriminant validity using the Fornell–Larcker criterion and cross-loadings, and reliability using Composite Reliability and Cronbach's Alpha. Subsequently, the structural model (inner model) was evaluated using the coefficient of determination (R^2), model fit assessment, path coefficients, and bootstrapping procedures to test the proposed hypotheses. A hypothesis was considered significant when the t-statistic exceeded 1.96 and the p-value was less than 0.05. In addition, indirect effects were examined to evaluate the mediating role of job satisfaction in the relationships between servant leadership, organizational culture, and employee performance.

III. RESULT AND DISCUSSION

The respondent characteristics in this study were classified based on gender, age, educational background, and years of service. A total of 58 employees of the Regional Revenue Agency (BAPENDA) of Riau Province participated in this study. Based on the research findings, the majority of respondents were female, accounting for 30 respondents (52%), while male respondents accounted for 28 respondents (48%). This indicates that female employees slightly dominated the respondent composition; however, the difference between male and female respondents was relatively small. Therefore, the responses obtained in this study reflect the perspectives of both genders in a relatively balanced manner. According to Robbins and Judge (2021), gender is one of the individual characteristics frequently used to examine differences in workplace behavior within an organization. Nevertheless, employee performance is not determined solely by gender but is more strongly influenced by employees' competencies, skills, work experience, and motivation. Both male and female employees have equal opportunities to demonstrate high performance when supported by adequate capabilities and professionalism.

Based on age, the majority of respondents were between 31 and 40 years old, totaling 27 respondents (47%). Respondents aged 41–56 years accounted for 21 respondents (36%), while those aged 21–30 years accounted for 10 respondents (17%). These findings indicate that most employees of the Regional Revenue Agency of Riau Province are within the productive working-age category. Employees in this age group generally possess greater work maturity, sufficient experience, and the ability to perform their duties and responsibilities effectively. As stated by Robbins and Judge (2021), age is associated with several aspects of work, including productivity, work experience, and decision-making maturity. Employees with greater maturity and experience are generally better equipped to complete their tasks efficiently and contribute to organizational performance.

Regarding educational background, the majority of respondents held a bachelor's degree (S1), representing 30 respondents (51%). This was followed by respondents with Diploma III/IV qualifications, totaling 14 respondents (24%), master's degrees (S2), totaling 9 respondents (15%), and senior high school/vocational high school (SMA/SMK) graduates, totaling 5 respondents (10%). These results indicate that most employees possess an undergraduate educational background, suggesting that they have adequate academic qualifications to support their job responsibilities. According to Hasibuan (2022), educational attainment contributes to employees' ability to understand work procedures, think analytically, and make appropriate decisions in carrying out their duties.

Based on years of service, the majority of respondents had worked for 11–20 years, accounting for 27 respondents (47%). Respondents with 6–10 years of service totaled 23 respondents (40%), while those with 1–5 years of service totaled 8 respondents (13%). No respondents had less than one year of service. These findings indicate that most employees have extensive work experience within the organization. Employees with longer years of service generally possess a deeper understanding of organizational procedures, greater technical competence, and broader practical experience in performing their duties. Robbins and Judge (2021) explain that longer work experience enables employees to better understand organizational processes and improve their effectiveness in completing work responsibilities.

Convergent Validity

1. Loading Factor

Factor loadings represent the values generated by each indicator to measure its corresponding construct. A high factor loading indicates that the indicators converge well in measuring the same latent variable. According to the recommended criteria, an indicator is considered valid if it has a loading factor greater than 0.70. The results of the factor loading analysis are presented as follows.

Table 1. Loading Factor Results

Item	Servant Leadership	Organizational Culture	Employee Performance	Job Satisfaction
Listens to employees' suggestions	**0.804**			
Supervisor inspires employees	**0.765**			
Supervisor demonstrates good teamwork	**0.911**			
Supervisor shows respect toward employees	**0.883**			
Supervisor contributes to employee development	**0.875**			
Supervisor empowers employees through trust	**0.836**			
Encourages creative solutions		**0.889**		
Implements organizational values and norms		**0.892**		
Adaptability to organizational changes		**0.838**		
Active participation in work processes		**0.892**		
Integration into the work system		**0.836**		
Supports employee competency development		**0.828**		
Quality of work output			**0.869**	
Quantity of work output			**0.844**	
Timeliness of task completion			**0.742**	
Budget efficiency			**0.851**	
Employee compliance with work responsibilities			**0.795**	
Independence in completing tasks			**0.885**	
Job matches employees' interests				**0.894**
Pleasant relationships with colleagues				**0.874**
Supervisor shows concern for employees				**0.905**
Promotion opportunities that improve employee quality				**0.911**
Supportive work environment				**0.797**

Source: Smartpls Data Processing Results, 2026

Based on Table 1, the results indicate that all indicators used to measure the research constructs have loading factor values greater than 0.70. Therefore, all indicators meet the convergent validity criterion and can be considered valid measures of their respective latent variables. These findings demonstrate that each indicator has a strong correlation with its underlying construct and is appropriate for measuring the intended variable.

2. Average Variance Extracted (AVE)

Average Variance Extracted (AVE) represents the average amount of variance captured by a latent construct relative to the variance attributable to measurement error. AVE is used to evaluate convergent validity by assessing the extent to which a construct explains the variance of its indicators. According to Sholihin and Ratmono (2021), a construct is considered to have adequate convergent validity if its AVE value is greater than 0.50. The results of the AVE analysis are presented as follows.

Table 2. Average Variance Extracted Results

Variable	Average Variance Extracted (AVE)	Interpretation
Servant Leadership	0.718	Valid
Organizational Culture	0.745	Valid
Employee Performance	0.693	Valid
Job Satisfaction	0.770	Valid

Source: Smartpls Data Processing Results, 2026

Based on Table 2, all research constructs have Average Variance Extracted (AVE) values greater than the recommended threshold of 0.50. Therefore, it can be concluded that all constructs satisfy the convergent validity criterion and are considered valid for measuring their respective latent variables. These results indicate that each construct adequately explains the variance of its indicators and meets the recommended validity requirements for further analysis.

Discriminant Validity

1. Fornell-Larcker Criterion

The Fornell–Larcker Criterion is used to assess discriminant validity by comparing the correlation between a construct and itself with its correlations with other constructs. A construct is considered to have adequate discriminant validity when the square root of its Average Variance Extracted (AVE) is greater than its correlations with all other constructs in the model. This indicates that the construct shares more variance with its own indicators than with other latent variables. The results of the Fornell–Larcker Criterion analysis are presented as follows.

Table 3. Fornell-Lacker Criterion Results

Construct	Servant Leadership	Organizational Culture	Employee Performance	Job Satisfaction
Servant Leadership	**0.847**			
Organizational Culture	0.792	**0.888**		
Employee Performance	0.842	0.878	**0.923**	
Job Satisfaction	0.807	0.863	0.832	**0.877**

Source: Data Processed Using SmartPLS 4, 2026.

Based on Table 3, As shown in Table X, the square root of the Average Variance Extracted (AVE) for each construct, represented by the diagonal values, is greater than its correlations with the other constructs. This indicates that each construct shares more variance with its own indicators than with other latent variables. Therefore, it can be concluded that all constructs demonstrate good discriminant validity and satisfy the Fornell–Larcker criterion.

2. *Cross Loading*

Cross loadings are used to assess discriminant validity by examining the correlations between each indicator and its corresponding latent construct relative to other constructs. According to Sholihin and Ratmono (2021), an indicator should have a higher loading on its intended construct than on any other construct in the model. In other words, the correlation between an indicator and its own latent variable must be greater than its correlations with other latent variables. When this criterion is satisfied, discriminant validity is considered adequate, indicating that each indicator accurately measures its intended construct. The results of the cross-loading analysis are presented as follows.

Table 4. Cross Loading Results

Indicator	Servant Leadership	Organizational Culture	Employee Performance	Job Satisfaction
Listens to employees' suggestions	**0.804**	0.699	0.737	0.750
Supervisor inspires employees	**0.765**	0.536	0.588	0.565
Supervisor demonstrates good teamwork	**0.911**	0.698	0.739	0.665
Supervisor shows respect toward employees	**0.883**	0.695	0.755	0.758
Supervisor contributes to employee development	**0.875**	0.701	0.746	0.727
Supervisor empowers employees through trust	**0.836**	0.674	0.692	0.608
Encourages creative solutions	0.714	**0.889**	0.797	0.796
Implements organizational values and norms	0.663	**0.892**	0.758	0.786
Adaptability to organizational changes	0.599	**0.838**	0.738	0.746
Active participation in work processes	0.722	**0.892**	0.763	0.764
Integration into the work system	0.722	**0.836**	0.779	0.799
Supports employee competency development	0.677	**0.828**	0.708	0.700
Quality of work output	0.728	0.829	**0.869**	0.823
Quantity of work output	0.687	0.796	**0.844**	0.765
Timeliness of task completion	0.712	0.727	**0.742**	0.714
Budget efficiency	0.739	0.676	**0.851**	0.778
Employee compliance with work responsibilities	0.607	0.605	**0.795**	0.718
Independence in completing tasks	0.721	0.732	**0.885**	0.801
Job matches employees' interests	0.652	0.765	0.790	**0.894**
Pleasant relationships with colleagues	0.788	0.798	0.859	**0.874**
Supervisor shows concern for employees	0.678	0.744	0.824	**0.905**
Promotion opportunities that improve employee quality	0.740	0.823	0.824	**0.911**
Supportive work environment	0.673	0.762	0.744	**0.797**

Source: Data Processed Using SmartPLS 4, 2026

Based on Table 4, As presented in Table X, the loading value of each indicator on its corresponding construct is higher than its loadings on the other constructs. These results indicate that each indicator has a stronger association with its intended latent variable than with any other latent variable in the model. Therefore, it can be concluded that all constructs demonstrate satisfactory discriminant validity, confirming that each indicator accurately measures its designated construct and performs better than the indicators associated with other constructs.

Composite Reliability

Composite Reliability is a measure used to evaluate the internal consistency and reliability of a latent construct. It indicates the extent to which the indicators of a construct consistently measure the same underlying concept. According to Sholihin and Ratmono (2021), a construct is considered to have satisfactory reliability if its Composite Reliability value exceeds 0.70. A higher Composite Reliability value indicates that the construct has a high level of internal consistency and can be regarded as a reliable measurement instrument. The results of the Composite Reliability analysis are presented as follows.

Table 5. Composite Reliability Results

Variable	Composite Reliability	Threshold	Interpretation
Servant Leadership	0.926	0.70	Reliable

Organizational Culture	0.932	0.70	Reliable
Employee Performance	0.913	0.70	Reliable
Job Satisfaction	0.926	0.70	Reliable

Source: Data Processed Using SmartPLS 4, 2026

Based on Table 5, all constructs have Composite Reliability values greater than the recommended threshold of 0.70. Therefore, it can be concluded that all constructs demonstrate satisfactory internal consistency and are considered reliable. These results indicate that the measurement instruments used in this study are dependable and suitable for further analysis.

Cronbach's Alpha

Cronbach's Alpha is another measure used to assess the internal consistency and reliability of a construct. This test evaluates the extent to which the indicators of a construct consistently measure the same underlying concept. According to Sholihin and Ratmono (2021), a construct is considered reliable if its Cronbach's Alpha value is greater than 0.70. Therefore, constructs with Cronbach's Alpha values exceeding this threshold are regarded as having satisfactory reliability. The results of the Cronbach's Alpha analysis are presented as follows.

Table 6. Cronbach's Alpha Results

Variable	Cronbach's Alpha	Threshold	Interpretation
Servant Leadership	0.921	0.70	Reliable
Organizational Culture	0.931	0.70	Reliable
Employee Performance	0.910	0.70	Reliable
Job Satisfaction	0.924	0.70	Reliable

Source: Data Processed Using SmartPLS 4, 2026

Based on Table 6, As shown in the results above, all constructs have reliability values greater than the recommended threshold of 0.70. Therefore, all constructs can be considered reliable. Based on the reliability assessment using both Composite Reliability and Cronbach's Alpha, it can be concluded that all constructs demonstrate satisfactory internal consistency and meet the recommended reliability criteria. Accordingly, the measurement instruments used in this study are considered reliable and appropriate for further structural model analysis.

R-Square

The R-square (R^2) value indicates the proportion of variance in an endogenous construct that can be explained by its exogenous (predictor) constructs in the structural model. It is used to evaluate the predictive power of the model by measuring how well the independent variables explain the dependent variable. According to Ghozali (2021), R-square values are classified into three categories: low (1–40%), moderate (41–70%), and high (71–100%). Higher R-square values indicate that the predictor variables have greater explanatory power for the endogenous construct. The results of the R-square analysis are presented as follows.

Table 7. Multiple Linear Regression Equation

Endogenous Variable	R-square (R^2)	Adjusted R-square
Employee Performance	0.886	0.879
Job Satisfaction	0.818	0.811

Source: Data Processed Using SmartPLS 4, 2026

the R-square (R^2) value for Employee Performance is 0.886 (88.6%), while the R-square value for Job Satisfaction is 0.818 (81.8%). These results indicate that both endogenous constructs fall within the high category according to Ghozali's (2021) classification. Therefore, it can be concluded that the structural model has strong explanatory power, with the predictor variables accounting for 88.6% of the variance in Employee Performance and 81.8% of the variance in Job Satisfaction.

Model fit

Model fit assessment was conducted to evaluate how well the proposed structural model fits the observed data. This assessment determines whether the model adequately represents the relationships among the latent constructs. In Partial Least Squares Structural Equation Modeling (PLS-SEM), model fit is commonly evaluated using the Standardized Root Mean Square Residual (SRMR) and the Normed Fit Index

(NFI). The SRMR measures the discrepancy between the observed and predicted correlation matrices, while the NFI assesses the overall goodness-of-fit of the proposed model relative to a null model. A model is generally considered to have a good fit if the SRMR value is less than 0.08, whereas higher NFI values (closer to 1.00) indicate a better model fit. The results of the model fit assessment are presented as follows.

Table 8. Model Fit Results

	Saturated Model	*Estimated Model*
SRMR	**0,069**	**0,069**
d_ULS	1,312	1,312
d_G	1,693	1,693
Chi-square	431,060	431,060
NFI	**0,729**	**0,729**

Source: Data Processed Using SmartPLS 4, 2026

the Normed Fit Index (NFI) value is 0.729, indicating that the proposed structural model achieves a goodness-of-fit level of 72.9%. Furthermore, the Standardized Root Mean Square Residual (SRMR) value is 0.069, which is below the recommended threshold of 0.10. This result indicates that the discrepancy between the observed and predicted correlation matrices is within an acceptable range. Therefore, it can be concluded that the proposed structural model demonstrates an acceptable model fit and is considered appropriate for explaining the relationships among the constructs in this study..

Hypothesis Testing

1. Path Coefficients

The path coefficient analysis was conducted to examine the direction and strength of the direct relationships among the latent variables in the structural model. Path coefficients indicate whether the relationship between two constructs is positive or negative. A positive path coefficient (greater than 0) indicates a positive relationship, meaning that an increase in the independent variable is associated with an increase in the dependent variable. Conversely, a negative path coefficient (less than 0) indicates an inverse relationship, meaning that an increase in the independent variable is associated with a decrease in the dependent variable. The results of the path coefficient analysis are presented as follows.

Table 9. Path Coefficients Result

Variabel	Employee Performance	Job Satisfaction
Servant Leadership	0,237	0,278
Organizational Culture	0,192	0,668
Job Satisfaction	0,561	

Source: Data Processed Using SmartPLS 4, 2026

Servant Leadership has a positive direct effect on Employee Performance, with a path coefficient of 0.237. This finding indicates that improvements in servant leadership practices are associated with higher employee performance, although the magnitude of the direct effect is relatively modest. In addition, Servant Leadership has a positive effect on Job Satisfaction, with a path coefficient of 0.278, suggesting that better leadership practices contribute to increased employee job satisfaction.

Furthermore, Organizational Culture has a positive direct effect on Employee Performance, with a path coefficient of 0.192, representing the smallest direct effect among the relationships examined in the model. This result suggests that organizational culture contributes to improving employee performance, although its direct influence is relatively limited. In contrast, Organizational Culture demonstrates a strong positive effect on Job Satisfaction, with a path coefficient of 0.668, indicating that it is the most influential predictor of employees' job satisfaction. Meanwhile, Job Satisfaction has the strongest positive direct effect on Employee Performance, with a path coefficient of 0.561. This finding indicates that job satisfaction is the dominant factor directly influencing employee performance. Overall, all direct path coefficients are positive (greater than 0), indicating that improvements in the independent variables are associated with increases in the corresponding endogenous variables. The detailed hypothesis testing results are presented as follows.

Table 10. Hypothesis Result

Hypothesis	Relationship
Servant Leadership → Job Satisfaction	Positive Relationship
Organizational Culture → Job Satisfaction	Positive Relationship
Servant Leadership → Employee Performance	Positive Relationship
Organizational Culture → Employee Performance	Positive Relationship
Job Satisfaction → Employee Performance	Positive Relationship

Source: Data Processed Using SmartPLS 4, 2026

T-Statistics

The t-statistics test was conducted to examine the statistical significance of the effects of the exogenous variables on the endogenous variables in the structural model. Hypothesis testing was performed using the bootstrapping procedure in SmartPLS. A relationship is considered statistically significant if the t-statistic is greater than 1.96 and the p-value is less than 0.05 at the 5% significance level. These criteria indicate that the proposed hypothesis is supported and that the corresponding exogenous variable has a significant effect on the endogenous variable. The results of the hypothesis testing are presented as follows.

Table 11. T-Statistics Result

Hypothesis	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T-Statistics (|O/STDEV|)	P-value	Decision
Servant Leadership → Job Satisfaction	0.278	0.294	0.117	2.382	0.009	Supported
Organizational Culture → Job Satisfaction	0.668	0.653	0.114	5.875	0.000	Supported
Servant Leadership → Employee Performance	0.237	0.241	0.087	2.732	0.003	Supported
Organizational Culture → Employee Performance	0.192	0.187	0.104	2.044	0.033	Supported
Job Satisfaction → Employee Performance	0.561	0.560	0.127	4.402	0.000	Supported

Source: Data Processed Using SmartPLS 4, 2026

As presented in Table 5.20, the effect of Servant Leadership on Job Satisfaction has a path coefficient of 0.278, with a t-statistic of 2.382 and a p-value of 0.009. Since the t-statistic is greater than 1.96 and the p-value is less than 0.05, it can be concluded that Servant Leadership has a positive and statistically significant effect on Job Satisfaction. This finding indicates that better implementation of servant leadership practices leads to higher levels of employee job satisfaction. The effect of Organizational Culture on Job Satisfaction has a path coefficient of 0.668, with a t-statistic of 5.875 and a p-value < 0.001. These results indicate a strong positive and statistically significant effect, suggesting that Organizational Culture is the most influential factor in enhancing employees' job satisfaction. Furthermore, the effect of Servant Leadership onEmployee Performance has a path coefficient of 0.237, with at-statistic of 2.732 and ap-value of 0.00 Since the statistical criteria are satisfied, Servant Leadership is found to have a positive and significant effect on Employee Performance. This implies that effective servant leadership directly contributes to improving employee performance.

The effect of Organizational Culture on Employee Performance has a path coefficient of 0.192, with a t-statistic of 2.044 and a p-value of 0.033. Although the magnitude of the effect is relatively smaller than the other direct relationships, the results indicate that Organizational Culture still has a positive and statistically significant effect on Employee Performance. Finally, the effect of Job Satisfaction on Employee

Performance has the largest path coefficient, 0.561, with a t-statistic of 4.402 and a p-value < 0.001. This finding demonstrates that Job Satisfaction has a positive and significant effect on Employee Performance and represents the strongest direct predictor of employee performance in the structural model. Overall, the results of the t-statistics analysis indicate that all direct relationships proposed in the research model are positive and statistically significan*, as each hypothesis meets the required criteria of t-statistics > 1.96 and p-values < 0.05. Therefore, all direct-effect hypotheses are empirically supported.

In addition to the direct effect analysis using the t-statistics test, this study also examined the specific indirect effects to evaluate the mediating role of Job Satisfaction in the relationships between the exogenous and endogenous constructs. Mediation analysis aims to determine whether the inclusion of the intervening variable changes the effect of the independent variables on the dependent variable. The significance of the indirect effects was assessed using the bootstrapping procedure in SmartPLS by examining the Specific Indirect Effects results. An indirect effect is considered statistically significant if the t-statistic is greater than 1.96 and the p-value is less than 0.05. The results of the mediation (indirect effect) analysis are presented as follows

Table 12. T-Statistics Specific Indirect Effects Result

Hypothesis	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T-Statistics (|O/STDEV|)	P-value	Decision
Servant Leadership → Job Satisfaction → Employee Performance	0.156	0.164	0.074	2.100	0.018	Supported
Organizational Culture → Job Satisfaction → Employee Performance	0.375	0.367	0.109	3.440	0.000	Supported

Source: Data Processed Using SmartPLS 4, 2026

The indirect effect of Servant Leadership on Employee Performance through Job Satisfaction has a path coefficient of 0.156, with a t-statistic of 2.100 and a p-value of 0.018. Since the t-statistic is greater than 1.96 and the p-value is less than 0.05, the indirect effect is statistically significant. This finding indicates that Job Satisfaction significantly mediates the relationship between Servant Leadership and Employee Performance. In other words, better servant leadership enhances employee performance by increasing employees' job satisfaction.

Furthermore, the indirect effect of Organizational Culture on Employee Performance through Job Satisfaction has a path coefficient of 0.375, with a t-statistic of 3.440 and a p-value < 0.001. These results indicate a positive and statistically significant indirect effect, confirming that Job Satisfaction significantly mediates the relationship between Organizational Culture and Employee Performance. The magnitude of this indirect effect is greater than that of Servant Leadership, suggesting that Organizational Culture exerts a stronger influence on Employee Performance through Job Satisfaction. Overall, the mediation analysis demonstrates that Job Satisfaction serves as a significant intervening variable in the relationships between Servant Leadership and Employee Performance, as well as between Organizational Culture and Employee Performance. Since all indirect effects have t-statistics greater than 1.96 and p-values less than 0.05, both mediation hypotheses are empirically supported

IV. DISCUSSION

The results indicate that the first hypothesis is supported, meaning that Servant Leadership has a positive and significant effect on Job Satisfaction among employees of the Regional Revenue Agency (BAPENDA) of Riau Province. This finding suggests that the better the implementation of servant leadership, the higher the employees' job satisfaction. These results are consistent with previous studies reporting that servant leadership positively and significantly influences job satisfaction. The results also support the second hypothesis, indicating that Organizational Culture has a positive and significant effect on Job Satisfaction. This implies that a strong organizational culture can enhance employees' satisfaction with their jobs. These findings are in line with previous studies demonstrating that organizational culture positively affects job satisfaction. Furthermore, the third hypothesis is supported, showing that Servant Leadership has a positive and significant effect on Employee Performance. This indicates that leaders who prioritize serving, supporting, and empowering employees contribute to improved employee performance. This finding is consistent with previous research reporting a positive relationship between servant leadership and employee performance.

The fourth hypothesis is also supported, indicating that Organizational Culture has a positive and significant effect on Employee Performance. This suggests that a supportive organizational culture encourages employees to perform more effectively and achieve organizational goals. These findings are consistent with previous studies that identified organizational culture as an important determinant of employee performance. Finally, the fifth hypothesis is supported, indicating that Job Satisfaction has a positive and significant effect on Employee Performance. This finding suggests that employees who are more satisfied with their jobs tend to demonstrate higher levels of performance. Therefore, job satisfaction plays a crucial role in improving employee performance within the Regional Revenue Agency (BAPENDA) of Riau Province.

V. CONCLUSION

Servant Leadership has a positive and significant effect on the Job Satisfaction of employees at the Regional Revenue Agency (BAPENDA) of Riau Province. This indicates that the better the implementation of servant leadership, the higher the level of employees' job satisfaction. Leaders who prioritize serving, supporting, and empowering employees create a more positive work environment, thereby enhancing employees' satisfaction with their jobs. Organizational Culture has a positive and significant effect on Job Satisfaction. This finding indicates that a strong organizational culture characterized by shared values, effective collaboration, and supportive work practices can enhance employees' job satisfaction. Therefore, fostering a positive organizational culture is essential for improving employees' workplace experiences.

Servant Leadership has a positive and significant effect on Employee Performance. This suggests that leaders who demonstrate servant leadership behaviors encourage employees to perform their duties more effectively. By providing guidance, trust, and support, servant leaders contribute directly to higher employee performance. Organizational Culture has a positive and significant effect on Employee Performanc. This indicates that a supportive organizational culture promotes employees' commitment, cooperation, and effectiveness in completing their work. Consequently, strengthening organizational culture can improve overall employee performance.

Job Satisfaction has a positive and significant effect on Employee Performance. This finding indicates that employees who are satisfied with their jobs tend to demonstrate higher levels of performance. Therefore, enhancing job satisfaction is an important strategy for improving employee performance within the Regional Revenue Agency (BAPENDA) of Riau Province. Furthermore, Job Satisfaction significantly mediates the relationship between Servant Leadership and Employee Performance, as well as the relationship between Organizational Culture and Employee Performance. This indicates that improvements in servant leadership and organizational culture not only have direct effects on employee performance but also indirectly enhance performance by increasing employees' job satisfaction..

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