The Role of Job Satisfaction in Bridging Organizational Culture, Servant Leadership, Self Leadership, and Compensation with Employee Performance

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Abstract —**Information technology is a set of tools that can help someone in working with information and performing tasks related to information data processing. Business competition is increasing following the development of this era, causing many companies faced with a situation where they must be able to overcome the problems they face quickly. Currently CV Inti Computer company located in the Kediri area is more likely to use information processing systems based on computer desktop applications because in addition to providing convenience for users can also provide information quickly, relevant, timely, complete, understandable and proven truth. In connection with this matter how employees can work well with the role of job satisfaction in bridging organizational culture, servant leadership, self leadership, and compensation for employee performance. So with that in mind, this study aims to investigate the influence of organizational culture, servant leadership, self leadership, and compensation to employee performance. Respondents in this study were 30 employees of CV Inti Computer. Data collection methods used were using a questionnaire and in analyzing the data using structural equation modeling analysis with partial least squares. The results of this study indicate that there is a partially insignificant influence of organizational culture on employee performance, insignificant influence of servant leadership on job satisfaction, insignificant influence of servant leadership on employee performance, significant influence of self leadership on job satisfaction, significant influence of self leadership on employee performance, the significant effect of compensation on job satisfaction, the significant effect of compensation on employee performance, and the significant effect of job satisfaction on employee performance.**

Keywords — *Job Satisfaction, Organizational Culture, Servant Leadership, Self Leadership, Compensation, Employee Performance..*

1. Introduction

The economic crisis is one of the factors that causes companies to further improve efficiency and company performance. Job satisfaction is closely related to organizational culture, self-leadership, and compensation for various factors in the employee's work. If an organization does not have quality human resources, it will have a bad impact and hinder the goals to be achieved by the company (Brury, 2016). Job satisfaction is closely related to various factors that influence employee performance such as leadership, organizational culture and motivation. but in practice sometimes the factors that influence job satisfaction get less attention from the organization or leader. A leader must be a role model for all employees and staff who work in an organization (Brury, 2016).

Problems related to organizational culture experienced by CV Inti Computer are related to high employee turnover, based on temporary searches obtained from 10 employees showing that their reason for quitting work is because they want to get a higher income and this is done by moving to cities. big like Surabaya. The umk of the City of Kediri 2019 was IDR 1,899,294.78, an increase of 250 thousand from last 2018. The UMK value for the city of Kediri in 2018 was determined at Rp. 1,758,117, this value increased by 8.71 percent from the previous year's MSE (Kediri MSE in 2017) which was at Rp. 1,617,225. This value is indeed far from the UMK in Surabaya, which reaches more than 3.8 million. If an organization has good quality and competent human resources, then the organization will progress rapidly in competing in the business world. Improving human resources in an organization is the responsibility of all components within the company, especially leaders in building and guiding their subordinates to be able to work well and be able to work optimally within the company.

The author conducted research at CV Inti Computer in Kediri. This company is engaged in information technology which was founded in 1985 with the motto "Inti Computer One Step Forward" CV Inti Computer company has a lot of pending work, especially on the Programmer staff who handles requests for making application programs. The number of requests from customers makes the company need a large number of employees, while currently there are only a few employees who have the competence. So that makes some employees have to take over several requests which make it difficult and difficult to handle. This declining employee performance according to a temporary survey of 10 employees was due to the large workload given and not balanced with the compensation provided by the company. Employee dissatisfaction is also caused by several factors, namely organizational culture, servant leadership, self leadership, and compensation.

2. Literature Review

2.1. Previous Research

Research (Husein et al., 2018), explains that organizational culture has an effect on motivation and has a positive impact on student achievement at the Daaruttaqwa Integrated Islamic Boarding School Cibinong Bogor. Research (Noor et al., 2018) shows that a less conducive organizational culture is caused by members who only wait for instructions from the leadership resulting in administrator-style leadership of the head of the room. While the implementation of the strategic plan depends on how the workforce in the hospital runs it, especially how the leadership is.

Research (Yoshida et al., 2014) shows that it is important to have a good relationship between leaders and employees, by showing creativity and innovation. The servant leadership approach is able to encourage creativity not only in European-American culture but also in Asia. As well as the importance of building psychological relationships with employees to enforce employee creativity and team innovation.

Research (Sarmawa et al., 2017) shows the results that work culture has a significant effect on self-leadership which has an impact on employee performance. Because with the ability of oneself, a person will be able to lead himself to reach the goals that have been set. Research (Ziyae & Heydari, 2016) shows the results that there is an insignificant and positive relationship between strategic behavior, natural reward strategies, constructive thinking patterns and entrepreneurship in developing their own abilities. Because an entrepreneur can train his workforce to improve their own leadership skills and thus their ability to innovate even more. So, based on some of the opinions of the research above, it shows that there is self-leadership which has a very significant effect and some does not significantly affect the job satisfaction of company employees.

Research (Veriyani & Prasetio, 2018) says that compensation has a significantly positive effect on job satisfaction, which means that the compensation provided by PT. Soljer Abadi is good and can increase job satisfaction. According to research (Warrick, 2017), developing organizational culture also requires more than just talking about culture and work emphasis. To achieve the best results, cultural development requires leaders who see it as one of their main tasks and who understand their work. So, according to some of the studies above, compensation is very influential in employee performance satisfaction.

2.2. Theoretical basis

2.2.1. *Job satisfaction*

According to Luthans (Changgriawan, 2017), job satisfaction is a positive feeling that is formed from an employee's assessment of his work based on the employee's perception of how good his job is, which means that what is obtained at work has fulfilled what is considered important. According to Frederick Herzberg in research (Andriani & Widiawati, 2017), suggests that everyone in carrying out their work is influenced by two factors which are needs, namely:

1) **Hygiene factors:** Hygiene Factors or Dissatisfiers are factors that become a source of dissatisfaction consisting of salary/wages, supervision, interpersonal relationships, working conditions and status. If these factors are not met, employees will not be satisfied. However, if the magnitude of this factor is sufficient to

meet these needs, employees will not be disappointed even if they are not satisfied. According to Fredick Herzberg, what can spur people to work well and create a passion for work is only a satisfier group

2) **Motivation factors (Motivation factors):** Motivators or Satisfiers are factors or situations that are proven to be sources of job satisfaction which consist of interesting work full of challenges, opportunities for achievement, opportunities to get awards, and promotions. The fulfillment of these factors will lead to satisfaction, but the non-fulfillment of these factors does not always lead to satisfaction.

According to Sutrisno (2016, as cited in Lusri & Siagian, 2017) the factors that affect job satisfaction, namely:

1. Psychological factors, are factors related to the employee's psyche, including interest, peace in work and attitudes towards work.
2. Social factors, are factors related to social interaction between employees and employees with superiors.
3. Physical factors are factors related to the physical condition of employees at work, including the type of work, working time and rest time arrangements, work equipment, and the physical condition of the workplace.
4. Financial factors, are factors related to employee security and welfare, which include the system and the amount of salary, social security and promotion opportunities.

2.2.2. Organizational culture

According to Robbins, organizational culture is a shared perception held by members of the organization. A habit that has lasted a long time and is used and applied in the life of work activities as one of the drivers to improve the quality of work of employees (Ikhsan, 2016). Thus, it can be concluded that organizational culture is a pattern of organizational beliefs and values that must be owned by all employees in doing their jobs properly.

The indicators of organizational culture according to Robbins in (Ikhsan, 2016) are:

as follows:

a) Innovation and risk taking, which is related to the extent to which organizational members or employees are encouraged to be innovative and dare to take risks.
b) Attention to detail (attention to details), which relates to the extent to which members of the organization or employees are expected to show accuracy, analysis and attention to details (details).
c) Outcome orientation, namely the extent to which management focuses on results, not on the techniques and processes used to obtain those results.
d) People Orientation (individual orientation), namely the extent to which management decisions take into account the effect of outcomes on people within the organization.
e) Team Orientation (team orientation), which relates to the extent to which organizational work activities are carried out in work teams, not on individuals.
f) Aggressiveness (aggressiveness), namely the extent to which people in the organization show aggressiveness and competitiveness, rather than relaxing.
g) Stability (stability), namely the extent to which organizational activities emphasize maintaining the status quo as opposed to growth or innovation.

2.2.3. Servant Leadership

Servant leadership according to Sendjaya et al. (2008 as cited in Canavesi & Minelli, 2021) is a leader who prioritizes interests, needs, aspirations and is committed to serving others. The idea of servant leadership leads to behavior that fosters and gives advice to coworkers. Leaders who pay attention to the humanistic aspect who seek to build good relations by developing enthusiasm and selflessness. According to Yoshida (2014) servant leadership is a leader who focuses on employees and their aspirations are very important compared to organizational goals. While transformational, the leader will empower and inspire employees to act beyond what the leader expects, and is related to the company's goals in terms of company development.

2.2.4. Self-Leadership

Self-leadership or what can be called self-leadership is essentially the ability to increase individual effectiveness through three strategies, namely: behavioral focus strategies, natural reward strategies, and

constructive thinking. Behavioral focus strategies consist of self-observation, self-goal setting, self-reward, self-punishment, and self-criticism and advice. Natural rewards are rewarding oneself to feel satisfied with what has been done, while the constructive thinking strategy consists of beliefs and assumptions, self-talk, and self-image (Sarmawa, 2017). Employees have expectations regarding their performance and their positive or negative reactions in response to their own evaluations. Organizational efforts on employee control do not recognize the importance of the role of the so-called "self" (Sawitri et al., 2018).

2.2.4. Compensation

According to (Purnama & Kempa, 2016) compensation has two forms, namely financial and non-financial compensation. Financial compensation consists of direct compensation and indirect compensation. Direct financial compensation consists of salaries or wages while indirect financial compensation consists of allowances and facilities. And non-financial compensation consists of praise and promotion.

2.2.4. Employee performance

Performance can affect the ongoing activities of a company organization, the better the performance shown by employees will be very helpful in the development of the organization or company (Lusri & Siagian, 2017). According to Suwondo and Sutanto (2015, as cited in Lusri & Siagian, 2017) states that to facilitate employee performance appraisal, the standards that must be measured and understood are as follows:

a) Accuracy in completing work (work results), namely accuracy in completing work, attention to quality in completing work, ability to meet company targets and ability to complete work on time.
b) The level of initiative in work, including the ability to anticipate problems that may occur and the ability to create alternative solutions to these problems.
c) Mental dexterity, mental dexterity is measured through the ability of employees to understand the directions given by the leader and the ability of employees to cooperate with other co-workers.
d) Discipline of time and attendance, is the level of punctuality and level of attendance of employees at work.

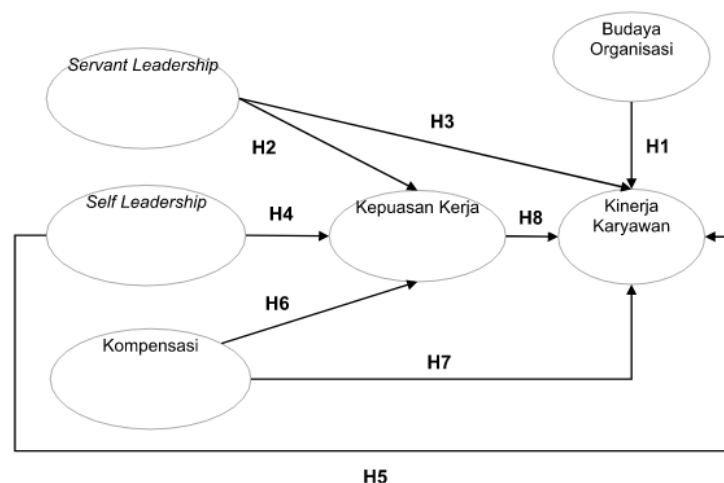## 3. Research Methods

3.1. Analysis Model

Figure 3.1. Hypothesis Framework

In this study, there are 4 independent variables, namely Organizational Culture (X1), Servant Leadership (X2), Self Leadership (X3), Compensation (X4) and 2 intermediary variables, namely Job Satisfaction (Y1), Employee Performance (Y2).

Hypothesis;

H1: Organizational culture affects the performance of CV Inti Computer employees in Kediri.

H2: Servant Leadership has an effect on job satisfaction of CV Inti Computer employees in Kediri.

H3: Servant Leadership affects the performance of CV Inti Computer employees in Kediri.

H4: Self Leadership has an effect on job satisfaction of CV Inti Computer employees in Kediri.

H5: Self Leadership affects the performance of CV Inti Computer employees in Kediri.

H6: Compensation affects job satisfaction of CV Inti Computer employees in Kediri.

H7: Compensation affects the performance of CV Inti Computer employees in Kediri.

H8: Job satisfaction affects the performance of CV Inti Computer employees in Kediri.

3.2. Research Approach

This research is an explanatory research that will prove a causal relationship between the independent variables (exogenous variables), namely organizational culture, servant leadership, self leadership, and compensation; and the dependent variable (indogen variable), namely job satisfaction and employee performance. This study uses statistical data analysis techniques Partial Least Square (PLS) which can be used to analyze Structural Equation Modeling (SEM). The population in this study were all employees of CV Inti Computer Kediri, totaling 30 employees. In this study, researchers used a population of all employees, amounting to 30 people.

3.3. Method of collecting data

3.3.1. Data source

This study uses data obtained through respondents, where respondents will provide verbal responses and or written responses in response to the statements given. In this study, secondary data only supports the initial data collection as research output. That is in the form of interviews. This study uses a measurement scale used is a Likert scale. To determine the number of samples can use the Slovin formula as follows:

$$N = \frac{N}{1+Ne^2} \qquad (1)$$

Where :

n = Sample Size

N = Population Size

e = Estimated Error

The scale used is:

1. Strongly Agree with a score of 5 with a range (4.21-5.00)
2. Agree with a score of 4 with a range (3,41-4,20)
3. Simply Agree with a score of 3 with a range (2.61-3.40)
4. Disagree with a score of 2 with a range (1.81-2.60)
5. Strongly Disagree with a score of 1 with a range (1.00-1.80)

4. Results and Discussion

4.1. Respondents Descriptive Analysis

M majority of respondents in this study were female by 16 people, while the remaining 14 male respondents. Most of the respondents in this study were aged 25-30 years with a total of 16 respondents, and those aged less than <25 years were 12 people, while those aged > 40 years were 2 people. The majority of respondents worked for less than 5 years as many as 28 people, while the rest had 2 years of work for more than 5 years. The table above shows that employees with a tenure of more than 5 years have more experience and maturity than those with less than 5 years, so that the employee understands what to do at work. The position or position of the respondents in this study were programmers as many as 21 people. While the positions or positions of staff are 9 people. This shows that employees whose positions or positions are programmers are more likely to be researched. The majority of respondents' monthly expenses in this study were less than <500000 as many as 28 people. Meanwhile, there are 2 people who have monthly expenses of more than 500000. The status of the respondents in this study was married as many as 6 people. While those who are not married are 24 people. This shows that most of the employees in this company are still not married.

4.2. Data Analysis with Smart-PLS
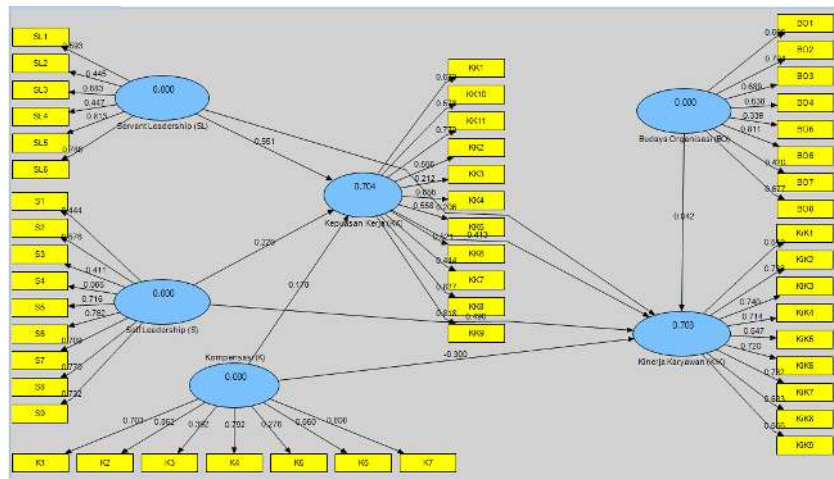
4.2.1. Structural Model

Figure 4.1. Structural Model 1

Based on the results of running data on the model, there are several items that must be deleted because they do not meet the cut off of the loading factor, namely SL2, SL4, S1, S3, S4, K3, K5, KK3, KK6, KK7, KK9, B04, B05, B06, and B07.
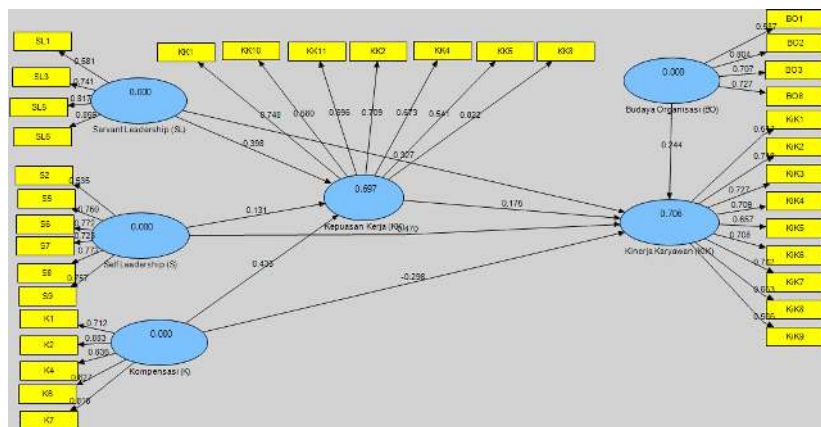

Figure 4.2. Structural Model 2

4.2. 2. Outer Model Evaluation

Convergent validity of the measurement model with reflexive indicators is assessed based on the correlation between the estimated item scores with PLS software. According to Ghozali (2014) for research in the early stages of developing a measurement scale, the loading value of 0.5 to 0.6 is considered sufficient.

a. Validity test

Table 4. 1. Loading Factor

Var	Organizational Culture (BO)	Compensation (K)	Job Satisfaction (KK)	Employee Performance (KiK)		
BO1	0.586595					
BO2	0.804431					
BO3	0.707250					
BO8	0.726543					
K1		0.712047				
K2		0.882511				

K4	0.835526				
K6	0.627084				
K7	0.817591				
KK1	0.712047				
KK10		0.579990			
KK11		0.696368			
KK2		0.709377			
KK4		0.672725			
KK5		0.541139			
KK8		0.822229			
KiK1			0.517254		
KiK2			0.718413		
KiK3			0.726840		
KiK4			0.709136		
KiK5			0.657400		
KiK6			0.707765		
KiK7			0.742363		
KiK8			0.652774		
KiK9			0.585689		
S2				0.534839	
S5				0.749505	
S6				0.771555	
S7				0.723164	
S8				0.771718	
S9				0.756500	
SL1					0.580598
SL3					0.740910
SL5					0.816857
SL6					0.859310

Source: **PLS, 2018**

The table above shows that the loading factor gives a value above the recommended value of 0.5. The smallest value is 0.517254 for the KiK1 indicator. It means that the indicators used in this study are valid or have met convergent validity.
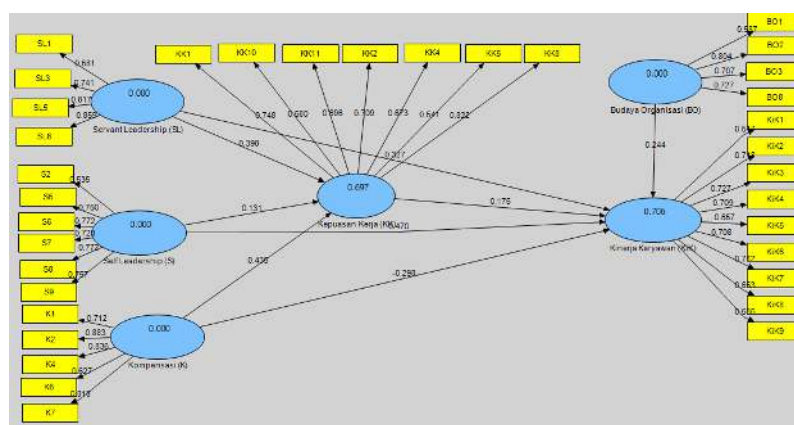

Figure 4.3. Load Factor Value

The reflective indicators in this test also need to be tested using discriminant validity with cross loading shown in the table as follows:

Table 4. 2. Cross Loading

	Organizational Culture (BO)	Compensation (K)	Job Satisfaction (KK)	Employee Performance (KiK)	Self Leadership (S)	Servant Leadership (SL)
BO1	0.586595	0.406945	0.266845	0.106878	0.469637	0.083582
BO2	0.804431	0.556625	0.536146	0.584755	0.674213	0.455548
BO3	0.707250	0.365943	0.410968	0.337761	0.424508	0.234985
BO8	0.726543	0.221729	0.372803	0.541077	0.360139	0.311271
K1	0.238579	0.712047	0.580813	0.415851	0.381117	0.600004
K2	0.571638	0.882511	0.635466	0.320741	0.514758	0.515632
K4	0.591654	0.835526	0.540613	0.281439	0.362507	0.452850
K6	0.117375	0.627084	0.560105	0.188059	0.254178	0.534996
K7	0.503532	0.817591	0.601774	0.325998	0.366274	0.371578
KK1	0.341514	0.600052	0.748356	0.299365	0.287830	0.620644
KK10	0.351708	0.529344	0.579990	0.159789	0.149026	0.446190
KK11	0.407937	0.361789	0.696368	0.551297	0.302762	0.565232
KK2	0.206904	0.650908	0.709377	0.149472	0.287290	0.554696
KK4	0.179928	0.343717	0.672725	0.566253	0.460127	0.517802
KK5	0.512996	0.258156	0.541139	0.307028	0.399326	0.211398
KK8	0.718932	0.649066	0.822229	0.663638	0.670901	0.572300
KiK1	0.469600	0.155993	0.324588	0.517254	0.445841	0.212674
KiK2	0.504779	0.361754	0.605992	0.718413	0.595803	0.430119
KiK3	0.470097	0.368902	0.468206	0.726840	0.496809	0.371854
KiK4	0.408417	0.412679	0.626676	0.709136	0.510452	0.618428
KiK5	0.378382	0.285940	0.399294	0.657400	0.493168	0.587864
KiK6	0.407498	0.182684	0.369179	0.707765	0.594813	0.510164
KiK7	0.323837	0.133509	0.303538	0.742363	0.453064	0.306744
KiK8	0.395098	0.047082	0.041305	0.652774	0.343555	0.208985
KiK9	0.577948	0.375951	0.281491	0.585689	0.455861	0.385177
S2	0.174939	0.100569	0.215913	0.283085	0.534839	0.313473
S5	0.425525	0.304496	0.252351	0.537031	0.749505	0.322516
S6	0.615430	0.220156	0.312382	0.586329	0.771555	0.133611
S7	0.394403	0.170097	0.375523	0.627006	0.723164	0.433245
S8	0.667083	0.668199	0.586581	0.541292	0.771718	0.547926
S9	0.504867	0.496637	0.536252	0.620483	0.756500	0.482872
SL1	0.196273	0.172227	0.422561	0.214098	0.047538	0.580598
SL3	0.396701	0.572873	0.640971	0.511885	0.500604	0.740910
SL5	0.490790	0.659439	0.616542	0.476734	0.507985	0.816857
SL6	0.238383	0.422988	0.546898	0.607907	0.420502	0.859310

Source: **primary data processed (2019).**

Thus, latent contracts predict indicators in their block better than indicators in other blocks. Another method to see discriminant validity is to look at the value of the square root of average variance extracted (AVE).

Table 4. 3. Average Variance Extracted (AVE)

Variable	AVE
Organizational Culture (BO)	0.504817
Job Satisfaction (KK)	0.572289
Employee Performance (KiK)	0.552021
Compensation (K)	0.609125
Self Leadership (S)	0.522319
Servant Leadership (SL)	0.572928

Source: **primary data processed (2019).**

Based on the results of the table above, the AVE value is above 0.5 for all constructs contained in the research model. The lowest value of AVE is 0.504817 in the BO construct (Organizational Culture).

b. Reliability Test

Table 4. 4. Composite Reliability

Variable	Composite Reliability	Model Evaluation
Organizational Culture (BO)	0.801138	reliable
Job Satisfaction (KK)	0.860334	reliable
Employee Performance (KiK)	0.880132	reliable
Compensation (K)	0.884821	reliable
Self Leadership (S)	0.866188	reliable
Servant Leadership (SL)	0.840262	reliable

Source: **primary data processed (2019).**

The table above shows that the composite reliability value for all constructs is above 0.7 which indicates that all constructs in the estimated model meet the discriminant validity criteria. The lowest composite reliability value is 0.801138 in the BO construct (Organizational Culture).

Table 4. 5. Cronbach Alpha

Variable	Cronbachs Alpha	Model Evaluation
Organizational Culture (BO)	0.703501	reliable
Job Satisfaction (KK)	0.812114	reliable
Employee Performance (KiK)	0.847175	reliable
Compensation (K)	0.834163	reliable
Self Leadership (S)	0.815777	reliable
Servant Leadership (SL)	0.747669	reliable

Source: **primary data processed (2019).**

Based on the table above, it shows that the Cronbach's Alpha value for all constructs is above 0.6. The lowest value is 0.703501 (BO).

4.3. Inner Model Evaluation

Testing the estimated model that the test meets the Outer Model criteria, then the structural model test (Inner model) must then be tested.

Table 4. 6. R-Square. Value

Variable	R-Square. Value
Organizational Culture (BO)	-
Job Satisfaction (KK)	0.696554
Employee Performance (KiK)	0.705879

Compensation (K)	-
Self Leadership (S)	-
Servant Leadership (SL)	

Source: **primary data processed (2019).**

The table above gives a value of 0.696554 for the KiK construct which means that SL, S, K affect KiK by 69.65%. The Rsquare value is also found in KiK which is influenced by KK, K, S, SL and BO, which is 0.705879 which means that performance is influenced by KK, K, S, SL, and BO by 70.5%.

4.4. Hypothesis test

The hypothesis is based on the value contained in the structural analysis model, the path coefficient significance level is obtained from the t-statistic value and the standard path coefficient value. The limit value of hypothesis testing is t loading factor.

Table 4. 7. Path Coefficient Hypothesis Testing (Mean, STDEV, T-Values)

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	Standard Error (STERR)	T Statistics (|O/STERR|)	Information
Organizational Culture (BO) -> Employee Performance (KiK)	0.2442	0.3135	0.1738	0.1738	1.4050	Not significant
Job Satisfaction (KK) -> Employee Performance (KiK)	0.1749	0.1023	0.3034	0.3034	0.5764	Not significant
Compensation (K) -> Job Satisfaction (KK)	0.4346	0.4254	0.1952	0.1952	2.2267	Significant
Compensation (K) -> Employee Performance (KiK)	-0.2982	-0.2477	0.2387	0.2387	1.2490	Not significant
Self Leadership (S) -> Job Satisfaction (KK)	0.1315	0.1407	0.1625	0.1625	0.8091	Not significant
Self Leadership (S) -> Employee Performance (KiK)	0.4698	0.4431	0.1734	0.1734	2.7101	Significant
Servant Leadership (SL) -> Job Satisfaction (KK)	0.3983	0.3791	0.2021	0.2021	1.9705	Not significant
Servant Leadership (SL) -> Employee Performance (KiK)	0.3274	0.3234	0.2092	0.2092	1.5645	Not significant

Source: **primary data processed (2019).**

The results of the relationship between latent variables can be concluded as follows:

a) The Influence of Organizational Culture on Employee Performance
Testing the relationship between the second variable from the path coefficient model in this study found that the original sample value of the organizational culture variable on employee performance was 0.2442 and the t-count value was 1.4050. This shows that the original sample estimate value of organizational culture is positive, namely 0.2442 which indicates that the direction of the relationship between Organizational Culture and Employee Performance is positive.

b) The Influence of Servant Leadership on Job Satisfaction
Testing the relationship between the second variable from the path coefficient model in this study found that the original sample value of the Servant Leadership variable on Job Satisfaction was 0.3983 and the t-count value was 1.9705. This shows that the value of the original sample estimate of Servant Leadership is positive, which is 0.3983 which indicates that the direction of the relationship between Servant Leadership and Job Satisfaction is positive.

c) The Influence of Servant Leadership on Employee Performance

Testing the relationship between the second variable from the path coefficient model in this study found that the original sample value of the Servant Leadership variable on Employee Performance was 0.3274 and the t-count value was 1.5645. This shows that the value of the original sample estimate of Servant Leadership is positive, which is 0.3274 which indicates that the direction of the relationship between Servant Leadership and Employee Performance is positive.

d) The Influence of Self Leadership on Job Satisfaction.
Testing the relationship between the second variable from the path coefficient model in this study found that the original sample value of the Self Leadership variable on Job Satisfaction was 0.1315 and the t-count value was 0.8091. This shows that the value of the original sample estimate of Self Leadership is positive, which is 0.1315 which indicates that the direction of the relationship between Self Leadership and Job Satisfaction is positive.

e) The Influence of Self Leadership on Employee Performance.
Testing the relationship between the second variable from the path coefficient model in this study found that the original sample value of the Self Leadership variable on Employee Performance was 0.4698 and the t-count value was 2.7101. This shows that the value of the original sample estimate of Self Leadership is positive, which is 0.4698 which indicates that the direction of the relationship between Self Leadership and Employee Performance is positive.

f) Effect of Compensation on Job Satisfaction.
Testing the relationship between the second variable from the path coefficient model in this study found that the original sample value of the Compensation to Job Satisfaction variable was 0.4346 and the t-count value was 2.2267. Page 88 shows that the value of the original sample estimate of Compensation is positive, which is 0.4346 which indicates that the direction of the relationship between Compensation and Job Satisfaction is positive.

g) The Influence of Compensation on Employee Performance
Testing the relationship between the second variable from the path coefficient model in this study found that the original sample value of the Compensation for Employee Performance variable was -0.2982 and the t-count value of 1.2490 indicates that the original sample estimate Compensation value is positive, namely - 0.2982 which indicates that the direction of the relationship between compensation and employee performance is positive.

h) The influence of job satisfaction on employee performance.
Testing the relationship between the second variable from the path coefficient model in this study found that the original sample value of the Job Satisfaction variable on Employee Performance was 0.1749 and the t-count value was 0.5764. This shows that the original sample estimate of Job Satisfaction is positive, which is 0.1749 which indicates that the direction of the relationship between Job Satisfaction and Employee Performance is positive.

5. Conclusions and Practical Implication

5.1. Conclusion

Organization (X1) has no significant effect on performance employee. So the first hypothesis (H1) is not accepted because the results found not in accordance with the hypothesis. Servant Leadership (X2) has no significant effect on satisfaction work. So that the second hypothesis (H2) is not accepted because the results found not in accordance with the hypothesis. Servant Leadership (X3) has no significant effect on performance employee. So the third hypothesis (H3) is not accepted because the results found not in accordance with the hypothesis. Self Leadership (X4) has no significant effect on job satisfaction. So the fourth hypothesis (H4) is not accepted because the results found not in accordance with the hypothesis. Self Leadership (X5) has a significant effect on employee performance. So the fifth hypothesis (H5) is accepted because the results obtained according to the hypothesis. Compensation (X6) has a significant effect on job satisfaction. So the sixth hypothesis (H6) is accepted because the

results obtained according to the hypothesis. Compensation (X7) has no significant effect on employee performance. So the seventh hypothesis (H7) is not accepted because the results obtained not in accordance with the hypothesis. Job Satisfaction (Y1) has no significant effect on performance employee. So the eighth hypothesis (H8) is not accepted because the results The results obtained are not in accordance with the hypothesis.

5.2. Practical Implication

Table 5.1. Managerial Implications

No.	Variable	Before Research	After Research
1.	Job satisfaction	• There has been no promotion for each employee. • The work atmosphere is not conducive.	• There is a promotion when there are competent employees. • Get a conducive atmosphere for employees to avoid boredom at work.
2.	Organizational culture	• An organizational culture has not yet been formed to improve employee welfare.	• The creation of a corporate organizational culture so that employees feel comfortable in their work.
3.	*Servant Leadership*	• There are no employees who can protect each other and humbly help their co-workers in their work.	• Creating employees who try to accept, understand and provide empathy for co-workers.
4.	*Self-Leadership*	• Employees who are difficult to be independent and must always be directed in doing their work.	• Have employees who can be independent and have creative ideas.
5.	Compensation	• The value of the basic salary is in accordance with the ability and work responsibilities of the employee. • Provide benefits to each employee.	• Increasing the basic salary is made based on a point system, so that each employee can know the basic amount of the basic salary they receive. • If the employee can achieve a target, other benefits will be given.
6.	Employee performance	• Improvement of employee performance evaluation so that individual performance can be evaluated appropriately.	• Employees are motivated to improve performance because the process is transparent and feels "fair". Appropriate performance appraisal will help management to get the best *talent* for the company.

Source: **processed by researchers (2019)**

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