

ABSTRACT

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**THE EFFECT OF SERVANT LEADERSHIP ON JOB PERFORMANCE:
MEDIATION OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR, JOB
SATISFACTION, AND WORK ENGAGEMENT AT XYZ SCHOOL,
BOGOR**

(xv + 116 pages; 17 figures; 24 tables; 9 appendices)

This study aims to analyze the influence of Servant Leadership on Job Performance with mediation effects from Organizational Citizenship Behavior (OCB), Job Satisfaction, and Work Engagement among teachers and staff at secondary levels in *Sekolah XYZ*. A census approach was used with 42 respondents completing the questionnaire. Data were analyzed using SEM-PLS to evaluate measurement and structural models. The results show that Servant Leadership has a positive direct effect on Job Performance and significantly influences Job Satisfaction, OCB, and Work Engagement. OCB and Work Engagement positively mediate the relationship between Servant Leadership and Job Performance, strengthening this effect. However, Job Satisfaction was found to negatively mediate this relationship, indicating that higher job satisfaction does not necessarily lead to better job performance in this context.

Keywords: Servant Leadership, Job Performance, Organizational Citizenship Behavior (OCB), Job Satisfaction, Work Engagement

Reference: 57 (1977 – 2024)

ABSTRAK

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PENGARUH *SERVANT LEADERSHIP* TERHADAP *JOB PERFORMANCE* DENGAN MEDIASI *ORGANIZATIONAL CITIZENSHIP BEHAVIOUR*, *JOB SATISFACTION* DAN *WORK ENGAGEMENT* DI SEKOLAH XYZ, BOGOR
(xv + 116 halaman: 17 gambar; 24 tabel; 9 lampiran)

Penelitian ini bertujuan untuk menganalisis pengaruh *Servant Leadership* terhadap *Job Performance* dengan mediasi *Organizational Citizenship Behavior* (OCB), *Job Satisfaction*, dan *Work Engagement* di kalangan guru dan staf di Sekolah XYZ. Pendekatan sensus digunakan dengan 42 responden yang mengisi kuesioner. Data dianalisis menggunakan SEM-PLS untuk mengevaluasi model pengukuran dan model struktural. Hasil penelitian menunjukkan bahwa *Servant Leadership* memiliki pengaruh positif langsung terhadap *Job Performance* serta berpengaruh signifikan terhadap *Job Satisfaction*, OCB, dan *Work Engagement*. OCB dan *Work Engagement* secara positif memediasi hubungan antara *Servant Leadership* dan *Job Performance*, memperkuat pengaruh tersebut. Namun, *Job Satisfaction* ditemukan memberikan mediasi negatif, yang menunjukkan bahwa tingkat kepuasan kerja yang lebih tinggi tidak selalu berkontribusi pada peningkatan kinerja kerja dalam konteks ini.

Kata kunci: *Servant Leadership*, *Job Performance*, *Organizational Citizenship Behavior* (OCB), *Job Satisfaction*, *Work Engagement*

Reference: 57 (1977 – 2024)