

**THE EFFECT OF COMPETENCY AND SERVANT LEADERSHIP ON  
PERFORMANCE WITH SATISFACTION AS A MEDIATING VARIABLE  
(STUDY AT KONI SEMARANG CITY)**



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**Abstract**

The importance of improving performance quality in sports organizations, especially in the context of KONI as an institution that plays a major role in advancing the world of sports in Semarang City. The variables of competence, servant leadership, and job satisfaction play a crucial role in enhancing employee performance. High competence enables employees to complete tasks effectively, while servant leadership fosters a supportive work environment and increases job satisfaction. High job satisfaction will motivate employees to perform better. This study aimed to analyze the effect of competence and servant leadership on performance with satisfaction as a mediating variable (Study at KONI Semarang City). This research is a type of quantitative research. This study's population is athletes, coaches, sports branch managers, KONI managers, and employees of the Youth and Sports Service (Diaspora) of Semarang City, with as many as 250 people. The sampling technique of this study used proportionate stratified random sampling, using the Slovin formula to obtain a sample size of 154. The analysis technique of this research used Statistical Package for Social Science (SPSS) version 26 software. The results of this study indicate that competence and servant leadership have a positive and significant effect on job satisfaction. Competence, Servant leadership, and job satisfaction have a positive and significant effect on employee performance. Job satisfaction cannot mediate Competence in influencing the performance of administrators and employees at KONI Semarang City. Job satisfaction cannot mediate Servant leadership in influencing the performance of administrators and employees at KONI Semarang City.

**Keywords:** Performance, Leadership, Competency, Servant Leadership

## INTRODUCTION

Human resources are important assets because they determine the direction of success of an institution or organization. HR needs to be managed professionally and accountable to create organizational balance. Balance is one of the main factors that help organizations develop productively and naturally. The organization certainly has a vision and mission or goals that optimize the organization's value to improve members' welfare (Nguyen et al., 2020). In the context of sports, human resource management also plays a vital role. Sport, as an activity that involves muscle energy, requires athletes who can demonstrate maximum movement skills in accordance with the desired movement pattern. Therefore, human resource management in sports should focus on developing athletes' physical and mental capabilities, which in turn can improve their overall performance.

According to (Aprilia and Lubis, 2021), sport is an energetic muscle activity. In that activity, the athlete demonstrates his movement ability or performance to produce maximum movement skills by the desired motion pattern. Sports, broadly and narrowly, according to (Andayani, 2021), are a performance form of organized physical activity participation aimed at expressing or improving physical fitness and mental well-being, forming social relationships, or obtaining results in competition at all levels. According to (Setyawati & Cori, 2023), the focus of attention on sports is "the improvement of human movement; more specifically, sports are related to the relationship between human movement and other areas, for example, the relationship and development of the body-physical with the mind and soul. Sports activities can not be separated from the aspect of motion because motion is the central aspect of sports.

Based on the Law of the Republic of Indonesia Number 4 of 2005 concerning General Provisions of Sports in Chapter I Article 1, which states that "Sports are all systematic activities to encourage, foster, and develop physical, spiritual, and social potential ."By the Law above, sports can improve the quality of human life, both in physical and spiritual development and social life. The government does this as a form of government participation and concern in overseeing sports development in Indonesia.

Rosdiani (2012) states that various parties, individuals, agencies, and organizations, have tried to provide limitations on sports, among others, as follows.

1. In the book *Pattern of Sports Development in Indonesia*, KONI formulates the meaning and essence of sports as any physical activity based on the spirit of struggle against oneself, others, or natural elements, which, if completed, must be carried out in a knightly manner, so that it is a powerful means of personal education towards improving the quality of life that is more noble.
2. KEPRES No. 131 Year 1983-1962 Sport has the broadest meaning, including all activities and efforts to encourage, guide, arouse, develop, and foster every human's physical and spiritual strength.
3. Indonesian Sports Conference (MUSORNAS 1) Sport is a natural human activity necessary for life according to divine nature.
4. Minister of Youth and Sports RI (MENPORA) Sports are forms of physical activity in games, competitions, and intent, which are physical activities to obtain victory and optimal results.
5. Profession Performance Sports Development Agency (BAPOPI) Professional sports are activities organized legally to achieve proficiency while still basing on the soul of sports and obtaining income or other material benefits. Amateur sports are sports activities in which people compete or practice solely to gain personal gain, entertainment, and pleasure; therefore, sports are based on love and passion.

Based on the Law of the Republic of Indonesia Number 11 of 2022, concerning Sports, it states that the authority of sports institutions in Indonesia is KONI (Indonesian National Sports Committee). KONI institutions exist in all provinces and cities/regencies in Indonesia, including Semarang City. Sports development in Semarang City has been relatively rapid, as indicated by the implementation of various events at the city, provincial, national, and international levels. Semarang City has been well organized and has hosted several multi-event activities, including National Student Sports Week (POPNAS) in 2017 and the ASEAN School Games (ASG) in 2019. The activity is an award given to the Semarang City Government, which is trusted in sports activities.

Various efforts have been made to realize Semarang City as a City of athletes, especially by the Semarang City Youth and Sports Agency (Diaspora) and KONI Semarang City through facilitation to give birth to potential athletes and achieve maximum

achievements. The achievements of Semarang City in multi-events, both at the student and non-student levels, are as follows:

**Table 1.**  
**Achievement Data of Semarang City at the Central Java Regional Student Sports Week Event**

Year	Predicate	Medals		
		Gold	Silver	Bronze
2018	1 <sup>st</sup> General Champion	44	20	16
2019	1 <sup>st</sup> General Champion	38	22	21
2020	Covid 19			
2021	1 <sup>st</sup> General Champion	34	13	13
2022	Second General Champion	24	21	30
2023	Second General Champion	19	24	37

Source: Semarang City Youth and Sports Agency, 2024

**Table 2.**  
**Semarang City Achievement Data at the Central Java Provincial Sports Week (PORPROV) Event**

Year	Predicate	Medals		
		Gold	Silver	Bronze
2009	1 <sup>st</sup> General Champion	156	128	107
2013	1 <sup>st</sup> General Champion	150	88	87
2018	1 <sup>st</sup> General Champion	115	94	100
2023	1 <sup>st</sup> General Champion	186	138	137

Source: KONI Semarang City, 2024

Provincial Sports Week (PORPROV) is a sports multi-event held every four years. However, from 2013 to 2018, there was a shift due to the postponement of Tegal City as the host, so the PORPROV, which should have been held in 2017, was postponed to 2018. Moreover, in 2022, which should have been held, PORPROV was postponed to 2023 due to the COVID-19 outbreak in 2020-2022.

The success of achievement or performance at the Central Java PORPROV event is determined by the coaching pattern carried out by each sport (sports) that has been registered in the membership of KONI Semarang City as an organization that has the authority and responsibility in managing, fostering, developing and coordinating all sports achievement activities. In the process of sports coaching in Semarang City towards maximum achievement, there should be some problems or obstacles faced, including distribution or

distribution of coaching funds from KONI Semarang City to the Parent Organization of Sports Branches (IOCO), which is less efficient in time, facilities and infrastructure owned by KONI Semarang City has not met the needs of each sport and has not optimized synchronization between stakeholders with sports players in Semarang City. Competence in sports, such as KONI administrators, athletes, coaches, and sports administrators who have not met the criteria and leadership or leadership that is not optimal in the services provided to stakeholders. Based on the gap phenomenon above, this study uses competency and servant leadership variables on performance with mediation of job satisfaction variables.

Competence is defined as the personal aspects of an employee that enable the employee to achieve superior performance. These personal aspects include traits, motives, value systems, attitudes, knowledge, and skills, where competencies will direct behavior, while behavior will produce performance (Hamsal, 2021). Competence can deepen and broaden work abilities. The more often a person does the same job, the more skillful and faster he completes the job. The more kinds of work a person does, the more affluent and broader his work experience, allowing him to improve his performance (Hidayat et al., 2020).

The term servant leadership was first coined by Greenleaf (1970), understanding that servant leadership begins with a natural feeling that the leader wants to serve his followers first. This leadership style begins with a sincere feeling that arises from the heart that intends to serve and be the first to serve. A leader who applies a Servant leadership style, or in this case referred to as a Servant leader, is a leader who is sensitive to the needs and desires of his followers and the stakeholders of the organization he leads (Retno et al., 2020).

Firdaus et al. (2023) define job satisfaction as a pleasant feeling or positive emotion an individual obtains from appreciating his work or his work experience. Employee job satisfaction is an important factor that the company must consider.

Research on competence and servant leadership on performance and job satisfaction has been conducted by several researchers, including Sihombing et al. (2018), who state that Servant leadership has a positive and significant effect on job satisfaction. However, according to Syahid et al. (2022), Servant Leadership significantly negatively affects Job

Satisfaction. Suroto et al. state that Competence has a positive and significant effect on employee performance, while Abbas et al. (2020) say Competence has a positive and insignificant effect on employee performance. Hamsal (2021) states that job satisfaction has a positive and significant effect on performance, but (Rosmaini & Tanjung, 2019) says that job satisfaction has a positive and insignificant effect on employee performance. This study analyzed the effect of competence and servant leadership on performance, with satisfaction as a mediating variable.

## **REVIEW OF LITERATURE**

### **Competence**

Maizar & Persada (2023) state that Competence is an individual's underlying characteristic related to the causal or causal relationship of adequate and superior implementation in work or circumstances. Nguyen et al. (2020) state that Competence is the underlying characteristic of a person that results in practical work and superior performance. Every employee has characteristics or has a character based on the abilities he must master. Mulang (2021) suggests that Competence is the underlying characteristic of a person related to the effectiveness of individual performance in his work or the essential characteristics of individuals who have a causal or causal relationship with the criteria used as a reference, effective or excellent or superior performance at work. Meanwhile, Parashakti et al. (2020) define Competence as a person's fundamental characteristic that directly affects or can predict excellent performance.

### **Servant Leadership**

Spears (2002) states that Servant leadership is about building a more caring society. Authentic leadership arises from those whose primary motivation is the desire to help others. Servant leadership emphasizes increased service to others, a holistic approach to work, a sense of community, and shared decision-making power. According to Spears (2002), a Servant leader is a leader who prioritizes service, starting with one's natural feeling of wanting to serve and putting service first. Subsequently, consciously, this choice brings aspiration and drive to lead others. This difference is evident from the Servant's attitude; the first is to feel confident that the highest needs of others are met (Retno et al., 2020).

## **Satisfaction**

Rosmaini and Tanjung (2019) emphasize that job satisfaction is a pleasant emotional attitude and he loves his job. This attitude is reflected in work morale, discipline, and work performance. Job satisfaction is enjoyed in the job, outside the job, and inside and outside. The definition of job satisfaction that has been put forward by the experts above can be concluded that job satisfaction is a positive attitude felt by individuals when these individuals get something that can fulfill their desires and is an attitude reflected by employees as a form of feeling happy or unhappy with their work. Attitudes reflected as a result of encouragement, desire, and work expectations are related to the reality employees feel. The result of this attitude is the feeling of satisfaction or dissatisfaction of the employee (Firdaus et al., 2023).

## **Performance**

Performance results from a process measured over a certain period based on predetermined provisions or agreements (Fahmi, 2017). Performance is the quantity or quality of an individual or group's work in carrying out the main tasks and functions guided by norms, standard operating procedures, criteria, and measures that have been determined or that apply in the organization (Tjahjaningsih et al., 2019).

## **Hypothesis Development**

### **Effect of Competence on Job Satisfaction**

Maizar & Persada (2023) state that Competence is an individual's underlying characteristic related to the causal or causal relationship of adequate and superior implementation in work or circumstances. Nguyen et al. (2020) state that Competence is the underlying characteristic of a person that results in practical work and superior performance. Every employee has characteristics or has a character based on the abilities he must master. Job satisfaction is a complex emotional reaction that is the result of encouragement, desire, demands, and expectations of employees towards work that is connected to the realities felt by employees, giving rise to an emotional reaction in the form of feelings of pleasure, feelings of satisfaction, or feelings of.

The research results by (Rosmaini and Tanjung, 2019) and (Hidayat et al., 2020) concluded that Competence positively and significantly affects job satisfaction.

H1: Competence has a positive and significant effect on job satisfaction.

### **The Effect of Servant Leadership on Job Satisfaction**

Servant leadership is a new leadership style that has enthusiasm for the attitude of providing services to others. The provision of these services is carried out by synergizing with employees. A sense of togetherness is introduced to employees so they can share when decision-making occurs in an organization (Sihombing et al., 2018). Marbun & Jufrizen (2022) defines job satisfaction as a complex emotional reaction that is the result of encouragement, desire, demands, and expectations of employees towards work that is connected to the realities felt by employees, giving rise to a form of emotional reaction in the form of feelings of pleasure, feelings of satisfaction, or feelings of dissatisfaction.

The research results by (Syahid et al., 2022) and (Retno et al., 2020) explain that Servant leadership positively and significantly affects job satisfaction.

H2: Servant leadership has a positive and significant effect on job satisfaction.

### **The Influence of Competence on Employee Performance**

Maizar and Persada (2023) state that Competence is an individual's underlying characteristic related to the causal relationship of adequate and superior implementation in work or circumstances. Nguyen et al. (2020) state that Competence is the underlying characteristic of a person that results in practical work and superior performance. Every employee has characteristics or has a character based on the abilities he must master. Performance is the quantity or quality of an individual or group's work in carrying out the main tasks and functions guided by norms, standard operating procedures, criteria, and measures that have been determined or that apply in the organization (Torang, 2014).

The research results (Rosmaini & Tanjung, 2019) and (Hidayat et al., 2020) concluded that Competence positively and significantly affects employee performance.

H3: Competence has a positive and significant effect on employee performance intention.

### **Servant Leadership Influence on Employee Performance**

Servant leadership is a new leadership style that has enthusiasm for the attitude of providing services to others. The provision of these services is carried out by synergizing with employees. A sense of togetherness is introduced to employees so that they can share when decision-making occurs in an organization (Sihombing et al., 2018). Performance is

the quantity or quality of the results of individual or group work in the organization in carrying out the main tasks and functions guided by norms, standard operating procedures, criteria, and measures that have been determined or that apply in the organization (Torang, 2014).

The research results by Marbun & Jufrizen (2022), and Serta (Syahid et al., 2022) show that Servant leadership positively and significantly affects employee performance.

H4: Servant leadership has a positive and significant effect on employee performance.

#### **Effect of Job Satisfaction on Employee Performance**

Romaine & and Tanjung (2019) define job satisfaction as a complex emotional reaction that is the result of encouragement, desire, demands, and expectations of employees towards work that are connected to the realities felt by employees, giving rise to a form of emotional reaction in the form of feelings of pleasure, feelings of satisfaction, or feelings of dissatisfaction. Performance is the quantity or quality of an individual or group's work in carrying out the main tasks and functions guided by norms, standard operating procedures, criteria, and measures that have been determined or that apply in the organization (Torang, 2014).

The research results by (Hamsal, 2021) and (Syahidin et al., 2022) explain that job satisfaction positively and significantly affects employee performance.

H5: Job satisfaction has a positive and significant effect on employee performance

#### **Job Satisfaction Mediates Competence in Employee Performance**

Khasanah & Wulandari (2022) defines job satisfaction as a complex emotional reaction that is the result of encouragement, desire, demands, and expectations of employees towards work, which is connected to the realities felt by employees, giving rise to a form of emotional reaction in the form of feelings of pleasure, feelings of satisfaction, or feelings of dissatisfaction. Parashakti et al. (2020) state that Competence is a characteristic that underlies individuals related to the causal or causal relationship of adequate and superior implementation in work or circumstances. Competence is an underlying characteristic of a person that results in practical work and superior performance. Every employee has characteristics or has a character based on the abilities he must master. Performance is the quantity or quality of an individual or group's work in carrying out the main tasks and

functions that are guided by norms, standard operating procedures, criteria, and measures that have been determined or that apply in the organization (Torang, 2014).

The research results by (Rosmaini and Tanjung, 2019) and (Hidayat et al., 2020) concluded that job satisfaction can mediate Competence in performance.

H6: Job satisfaction mediates the effect of competence on performance

### **Job Satisfaction Mediates Servant leadership on Employee Performance**

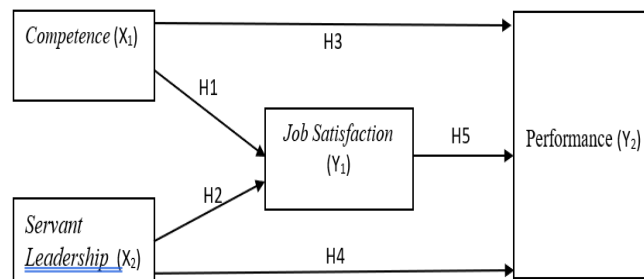
Syahid et al. (2022) define job satisfaction as a complex emotional reaction that is the result of encouragement, desire, demands, and expectations of employees towards work, which is connected to the realities felt by employees, giving rise to a form of emotional reaction in the form of feelings of pleasure, feelings of satisfaction, or feelings of dissatisfaction. Competence is a characteristic that underlies individuals related to the causal or causal relationship of adequate and superior implementation in work or circumstances. Servant leadership is a new leadership style that has enthusiasm for the attitude of providing services to others. The provision of these services is carried out by synergizing with employees. A sense of togetherness is introduced to employees so they can share when decision-making occurs in an organization (Abbas et al., 2020).

Performance is the quantity or quality of an individual or group's work in carrying out the main tasks and functions that are guided by norms, standard operating procedures, criteria, and measures that have been determined or that apply in the organization (Torang, 2014).

The research results by Syahid et al. (2022) concluded that job satisfaction could mediate Servant leadership on performance.

H7: Job satisfaction mediates the effect of Servant leadership on performance.

### **Research Framework**



**Figure 1.**  
**Research Framework**

## RESEARCH METHOD

This research method uses a quantitative approach. Primary data is used in this research (Sugiyono, 2017). Primary data in this study were obtained directly from the object of research by distributing and withdrawing questionnaires that had been distributed after one week and scoring the questionnaires (Sekaran & Bougie, 2017).

In this study, the population is athletes, coaches, sports administrators, KONI administrators, and employees of the Youth and Sports Agency (Diaspora) of Semarang City, with as many as 250 populations.

**Table 3.**  
**Research Population**

No	Division/Unit	Sample Quantity
1	Athletes	100 people
2	Coach	50 people
3	Sports Branch Management	50 people
4	Semarang City KONI Management	25 people
5	Semarang City Dispora Employees	25 people
	<b>Total</b>	<b>250 people</b>

This research sampling technique uses proportionate stratified random sampling, using the Slovin formula to obtain 154 samples. The analysis technique used in this study is a quantitative analysis of the research data using calculations using the Statistical Package for Social Science (SPSS) software version 26. This study used a questionnaire instrument to collect data. Testing of research instruments is carried out validity test and reliability test.

The data collected from respondents is calculated with statistical software for the validity coefficient, and then the validity test results are interpreted. If an invalid instrument is found, improvements are made, or discard instrument items that have a low validity coefficient. The test tool used to measure the level of intercorrelation between variables and whether or not factor analysis can be carried out is the Kaiser-Meyer-Olkin Measure of Sampling adequacy (KMO MSA). Furthermore, the reliability test is carried out to ensure the consistency of the instrument in measuring a variable. Reliable instruments produce consistent and stable data so that the research results are reliable. Statistical analysis by calculating the instrument reliability coefficient with Cronbach Alpha. A construct or variable

is said to be reliable if it provides a Cronbach Alpha value  $> 0.7$  (Ghozali, 2018).

## RESULTS AND DISCUSSION

### Validity Test

A validity test is used to show the level of reliability or accuracy of a measuring instrument. Validity shows the degree of accuracy between the data that occurs on the object and the data collected by the researcher. Valid means that the instrument can measure what should be measured. In this study, the measuring instrument used was a questionnaire. Validity testing can be done with confidence limits or the Kaiser Meyer-Olkin Measure of Sampling Adequacy (KMO) value. The basis for making this test decision is known from the KMO Measure of Sampling Adequacy (MSA) value  $> 0.5$ , meaning the data is declared valid.

**Table 4.**  
**Competency Validity Test**

Variables	KMO	Indicator	Loading Factor	Description
Competence	0,756	X1.1	0,893	Valid
		X1.2	0,938	Valid
		X1.3	0,950	Valid
		X1.4	0,944	Valid
Servant Leadership	0,875	X2.1	0,841	Valid
		X2.2	0,887	Valid
		X2.3	0,921	Valid
		X2.4	0,915	Valid
		X2.5	0,809	Valid
		X2.6	0,801	Valid
		X2.7	0,911	Valid
		X2.8	0,888	Valid
Satisfaction Work	0,757	Y1.1	0,894	Valid
		Y1.2	0,938	Valid
		Y1.3	0,890	Valid
		Y1.4	0,886	Valid
		Y1.5	0,936	Valid
Performance	0,757	Y1.1	0,858	Valid
		Y1.2	0,854	Valid
		Y1.3	0,915	Valid
		Y1.4	0,914	Valid
		Y1.5	0,894	Valid

Source: Primary data processed 2024

Based on Table 4, the KMO value for the competency variable is 0.756, the KMO value

for the Servant leadership variable is 0.878, the KMO value for the job satisfaction variable is 0.757, and the KMO value for the employee performance variable is 0.757. Other results show that all indicators have a loading value > 0.5, which can conclude that all indicators or statements measuring competency variables, servant leadership, job satisfaction, and employee performance are valid.

**Reliability Test**

Reliability is a tool for measuring a questionnaire, a variable of a variable, or a construct. A questionnaire is variable or reliable if a person's answer to a statement is consistent or stable over time (Ghozali, 2016). To test the reliability of variables using the reliability coefficient between +1.00 and -1.00. The limit value used to assess acceptable reliability is 0.70.

**Table 5.**  
**Reliability Test Results**

Variables	Cronbach Alpha Test Results	Description
Competence	0,945	Reliable
Servant	0,954	Reliable
Satisfaction	0,944	Reliable
Employee Performance	0,931	Reliable

Source: Processed printer data 2024

Based on Table 5, the Alpha coefficient reliability test (Cronbach Alpha) equals or exceeds 0.70. then the variables in this study can be declared reliable.

**Model Test**

In the results of this study, Goodness of Fit uses the coefficient of determination test and the F-test, which aims to see the goodness or feasibility of the multiple regression model in this study.

**Table 6.**  
**Results of Multiple Regression Analysis, F Test, and T-Test**

Equation	Adjusted R <sup>2</sup>	F test		Test t		Description
		F	Sig.	Beta	Sig.	
Equation 1						
The Effect of Competence and Servant Leadership on Job Satisfaction						
Competence to Satisfaction	0,910	773,925	0,000	0,273	0,008	Hypothesis 1 Accepted

Servant Leadership on Satisfaction	0,687	0,000	Hypothesis 2 Accepted			
Equation 2 The Effect of Competence, Servant Leadership, and Job Satisfaction on Employee Performance						
Competence to Performance	0,937	754,722	0,000	0,183	0,038	Hypothesis 3 Accepted
Servant Leadership on Performance				0,392	0,000	Hypothesis 4 Accepted
Satisfaction with Performance				0,407	0,000	Hypothesis 5 Accepted

Source: Primary data processed, 2024

From Table 6, equation 1 can be formulated as follows:

$$Y_1 = \alpha_1 + \beta_{(1)}X_{(1)} + \beta_2 X_{(2)} + e_{(1)}$$

$$Y_1 = 0.273 X_1 + 0.687 X_2$$

Description:

$Y_1$  = Job Satisfaction

$X_1$  = Competence

$X_2$  = Servant Leadership

From equation 1 above, it explains that:

1. The competency variable has a regression coefficient value of 0.273, which is positive, and the Servant leadership variable has a regression coefficient value of 0.687, which is positive. These results indicate that changes in the competency and Servant leadership variables align with changes in the job satisfaction variable. This means that the higher the competence and servant leadership, the higher the job satisfaction.
2. Based on the coefficient value, it can be seen that the Servant leadership variable has a higher coefficient value than Competence (0.687 > 0.273). This means that Servant leadership is compared to competence in influencing job satisfaction.

From table 5, equation 2 can also be formulated as follows:

$$Y_2 = \alpha_2 + \beta_3 X_1 + \beta_3 X_{(2)} + \beta_{(3)}Y_1 + e_{(2)}$$

$$Y_{(2)} = 0.183 X_1 + 0.392 X_2 + 0.407 Y_1$$

Description:

$Y_{(2)}$  = Employee Performance

$Y_{(1)}$  = Job Satisfaction

$X_{(1)}$  = Competence

$X_{(2)}$  = Servant Leadership

From equation 2 above, it explains that:

1. The competency variable has a regression coefficient value of 0.183, which is positive; the Servant leadership variable has a regression coefficient value of 0.392, which is positive; and the job satisfaction variable has a regression coefficient value of 0.407, which is positive. These results indicate that changes in competency, servant leadership, and job satisfaction are aligned with changes in employee performance. This means that the higher the Competency, servant leadership, and job satisfaction are, the higher the employee's performance.
2. Judging from the coefficient value, it can be seen that the job satisfaction variable has a higher coefficient value than Servant leadership and Competence ( $0.407 > 0.392 > 0.183$ ). This means that job satisfaction is compared to servant leadership and Competence in influencing employee performance.

### **Test $R^2$ (Coefficient of Determination)**

The coefficient of determination is the ability of the independent variable to explain the variation in the independent variable. The results of the coefficient of determination can be seen in the Adjusted R Square value. Table 5 shows that in equation 1, the Adjusted R Square value is 0.910, meaning that competence and servant leadership can explain the job satisfaction variable by 91%. In comparison, the remaining 9% is influenced by other variables outside this research variable. From Table 5, it is also known that in equation 2, the Adjusted R Square value is 0.937, which means that Competence, Servant leadership, and job satisfaction can explain the employee performance variable by 93.7%. In comparison, the remaining 6.3% is influenced by other variables outside this research variable.

## **F Test**

The F test shows whether the independent variables used as a model mutually influences the dependent variable. Based on the test results presented in Table 5, it is known that in equation 1, the calculated F value is 773.925, and the significance value is 0.000 ( $<0.05$ ). These results indicate that competence and servant leadership together (simultaneously) significantly affect job satisfaction. While in equation 2, the calculated F value is 754.722 and a significance value of 0.000 ( $<0.05$ ). These results indicate that Competence, Servant leadership, and job satisfaction (simultaneously) significantly affect employee performance.

## **Hypothesis Test (t-Test)**

The t-test is used to see the effect of the independent variable on the dependent variable, partially or individually.

### 1. Hypothesis Test 1 ( $H_1$ )

Hypothesis 1 in this study is that Competence positively and significantly affects job satisfaction. Table 5 shows the significance value of 0.008 ( $<0.05$ ). Because the significance value  $<0.05$ , it can be concluded that Competence positively and significantly affects job satisfaction. This means that the higher the Competence, the higher the job satisfaction or vice versa. So, hypothesis 1 can be accepted.

### 2. Hypothesis Test 2 ( $H_2$ )

Hypothesis 2 in this study is that Servant leadership positively and significantly affects job satisfaction. Based on Table 5. obtained a significance value of 0.000 ( $<0.05$ ). Because the significance value  $<0.05$ , it can be concluded that Servant leadership positively and significantly affects job satisfaction. This means that the higher the Servant leadership, the higher the job satisfaction. So, hypothesis 2 can be accepted.

### 3. Hypothesis Test 3 ( $H_3$ )

Hypothesis 3 in this study is that Competence positively and significantly affects employee performance. Based on 5 obtained a significance value of 0.038 ( $<0.05$ ). Because the significance value  $<0.05$ , it can be concluded that Competence positively and significantly affects employee performance. This means that the higher the

Competency, the higher the employee performance is, or vice versa. So, hypothesis 3 can be accepted.

4. Hypothesis Test 4 ( $H_4$ )

Hypothesis 4 in this study is that Servant leadership positively and significantly affects employee performance. Based on 5, the significance value is 0.000 ( $<0.05$ ). Because the significance value  $<0.05$ , it can be concluded that Servant leadership positively and significantly affects employee performance. This means that the higher the Servant leadership, the higher the employee performance. So, hypothesis 4 can be accepted.

5. Hypothesis Test 5 ( $H_5$ )

Hypothesis 5 in this study is that job satisfaction positively and significantly affects employee performance. Table 5 shows the significance value as 0.000 ( $<0.05$ ). Because the significance value  $<0.05$ , it can be concluded that job satisfaction positively and significantly affects employee performance. This means that the higher the job satisfaction, the higher the employee performance. So, Hypothesis 5 can be accepted.

### **Competence to Job Satisfaction**

Hypothesis testing proves that Competence positively and significantly affects Competence, with a sig. Value of 0.008 ( $<0.05$ ). This shows that increased Competence will increase job satisfaction among the management and employees of KONI Semarang City. These results have indicated that Competence in the KONI Semarang City organization needs attention.

The results of this study are supported by the research conducted by Hidayat et al. (2020), The Effect of Competence on Job Satisfaction and Work Engagement of Employees, and Rosmaini & Tanjung (2019), The Effect of Competence and Motivation on Job Satisfaction and Impact on Employee Performance at Sahid Jaya Solo A Hotel, which States that Competence has a positive and significant effect on job satisfaction.

### **Servant Leadership on Job Satisfaction**

Hypothesis testing proves that Servant leadership positively and significantly affects organizational commitment, with a sig value obtained. 0,000 ( $<0,05$ ). This shows that increasing Servant leadership will increase employee job satisfaction at KONI Semarang City. These results indicate that Servant leadership owned by employees and administrators

of KONI Semarang City will be essential in increasing job satisfaction. Servant leadership in the KONI Semarang City organization needs attention. This is because Servant leadership will be able to increase the trust of outsiders who are related to the management and employees of KONI Semarang City,

The results of this study are supported by the research conducted by (Natalia and Hidayat, 2021) entitled *The Effect of Servant Leadership, Organizational Climate, and Job Satisfaction on Teacher Organizational Trust*. His research explains that Servant leadership positively and significantly affects job satisfaction. However, it does not support research conducted by (Abbas et al., 2020) on the *Effect of Servant Leadership and Human Capital on Job Satisfaction with Employee Engagement as a Mediating Variable*. His research shows that Servant leadership has a significant effect on job satisfaction.

### **Competence on Employee Performance**

Competence is proven to have a positive and significant effect on employee performance, with the results obtained as sig value. 0,038 ( $<0,05$ ). This shows that increased Competence will improve the performance of employees and administrators of KONI Semarang City. These results indicate that Competence owned by employees will be a very important factor in improving the performance of administrators and employees at KONI Semarang City. These results have suggested that work competence in the KONI Semarang City organization needs to be considered.

The results of this study are supported by the research conducted by (Rosmaini & Tanjung, 2019), *The Effect of Competence, Motivation and Job Satisfaction on Employee Performance*. His analysis shows that Competence positively and significantly affects employee performance. Research from (Hidayat et al., 2020), *The Effect of Competence and Motivation on Job Satisfaction and Impact on Employee Performance at Sahid Jaya Solo Hotel*, explains that Competence positively and significantly affects employee performance.

### **Servant Leadership on Performance**

Hypothesis testing proves that Servant Leadership has a positive and significant effect on the performance of administrators and employees, with the results obtained as sig value. 0,000 ( $<0,05$ ). This shows that increasing Servant Leadership will improve employee performance at KONI Semarang. These results indicate that Servant leadership owned by

employees will be a very important factor in improving the performance of administrators and employees of KONI Semarang Semarang City. These results suggest that Servant leadership in the KONI Semarang organization needs attention.

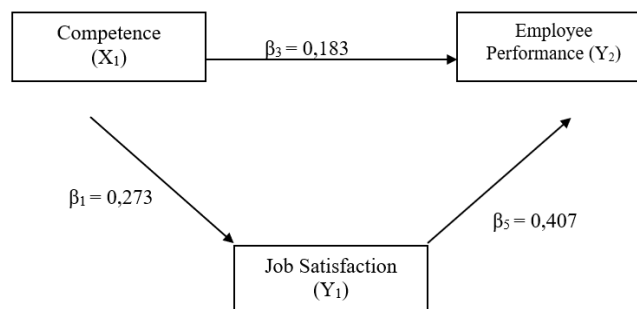
The results of this study are supported by the results of research conducted by (Abbas et al., 2020), The Effect of Servant Leadership on Employee Performance Through Work Motivation as a Mediator Variable. The study's results explain that Servant leadership positively and significantly affects performance.

### Job Satisfaction to Performance

Hypothesis testing proves that job satisfaction positively and significantly affects employee performance, with the results obtained sig. 0,000 (<0,05).. This shows that an increase in job satisfaction will improve the performance of KONI Semarang City employees. These results indicate that employee job satisfaction will be essential in improving the performance of administrators and employees at KONI Semarang City. These results have suggested that job satisfaction in the KONI Semarang City organization needs to be considered. Motivation will increase self-confidence, self-concept, and self-esteem among KONI Semarang City employees.

The results support the research, The Effect of Job Satisfaction on CV Bukit Sanomas Employee Performance. His study shows that job satisfaction positively and significantly affects performance. These results also support the findings in research by Marbun & Jufrizen (2022) and (Syahid et al., 2022), which explain that job satisfaction has a positive and significant effect on employee performance.

### The Mediating Effect of Competence on Employee Performance Mediated by Job Satisfaction



**Figure 2.**  
**Mediation Test 1**

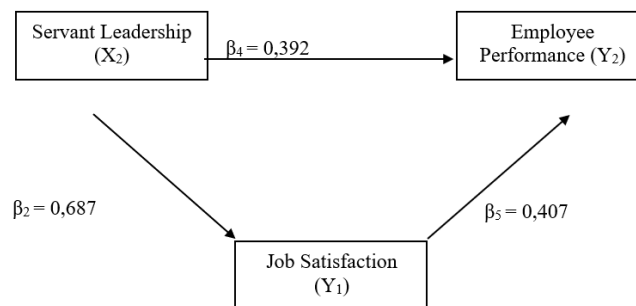
**Path Calculation:**

Direct path  $X_1$  to  $Y_{(2)}$  = 0,183

Direct path  $X_1$  to  $Y_1$  to  $Y_{(2)}$  ( $0.273 \times 0.407$ ) = 0,111

The above calculations show a direct and indirect effect (through mediation of job satisfaction) on employee performance. The direct impact is 0.183, and the indirect effect is known to be 0.111. These results show that the direct impact of competence on employee performance is more significant than the indirect effect, which is 0.111 ( $<0.183$ ). From these results, Competence is more effective in its direct influence than through job satisfaction as mediation in influencing employee performance.

**The Mediating Effect of Servant Leadership on Employee Performance Mediated by Job Satisfaction**



**Figure 3.**  
**Mediation Test 2**

**Path Calculation:**

Direct path of  $X_2$  to  $Y_{(2)}$  = 0,392

Direct path  $X_2$  to  $Y_1$  to  $Y_{(2)}$  ( $0.687 \times 0.407$ ) = 0,279

From the above calculations, Servant leadership has a direct and indirect effect (through mediation of job satisfaction) on employee performance. The direct impact is 0.392, and the indirect effect is known to be 0.279. These results show that the direct impact of Servant leadership on employee performance is more significant than the indirect effect, which is 0.279 ( $<0.392$ ). From these results, Servant leadership is more effective in its direct influence than through job satisfaction as mediation in influencing employee performance.

## CONCLUSION

Based on the results and discussion, it is found that Competence has a positive and significant effect on job satisfaction. Servant leadership has a positive and significant impact on job satisfaction. Competence has a positive and significant effect on employee performance. Servant leadership has a positive and significant effect on performance. Job satisfaction has a positive and significant impact on employee performance. Job satisfaction cannot mediate Competence in influencing the performance of administrators and employees at KONI Semarang City. Job satisfaction cannot mediate Servant leadership in influencing the performance of administrators and employees at KONI Semarang City.

Based on the results of the study, the following suggestions can be made that the performance of administrators and employees of the Indonesian National Sports Committee (KONI) Semarang City must continue to maintain and improve competence to provide the best for the agency or institution where the employee works. Employees of the Indonesian National Sports Committee (KONI) Semarang City continue to maintain and improve servant leadership to become more professional ASN employees who are optimal in providing services to the community. Employees of the Semarang City Indonesian National Sports Committee (KONI) continue to improve their competence or ability to carry out the tasks that have become the responsibility of administrators and employees. Employees of the Indonesian National Sports Committee (KONI) Semarang City must instill a sense of pride in employees such as by giving awards or rewards to employees who excel to make the performance of administrators and employees proud because their hard work is appreciated by the organization.

The limitation of this research is that this research limits the influence of competence and servant leadership on job satisfaction and performance of administrators and employees of KONI Semarang City. The number of respondents is small, namely only 154 respondents.

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