

The Role of Organizational Climate Mediation In Servant Leadership Relations with Employee Job Satisfaction and Organizational Commitment at Polda Aceh

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Abstract

This study aims to determine the mediating role of organizational climate in the relationship of servant leadership on job satisfaction and organizational commitment of the Aceh Regional Police officers. Because all the populations of this study were identified, the sample design used in this study was *probability sampling* by using the approach of stratified random sampling. Data were collected from 258 Aceh Police officers, which were then processed using Structural Equation Modeling (SEM). The results showed that Servant Leadership affects Job Satisfaction, Organizational Commitment, and Organizational Climate; Organizational climate affects job satisfaction but does not affect Organizational Commitment; Organizational Climate mediates the Servant Leadership effect on Job Satisfaction partially, and mediates Servant Leadership effect on Organizational Commitment fully. These findings also reveal that the model of increasing job satisfaction and organizational commitment in Aceh Regional Police employees is a function of increasing Servant Leadership and the suitability of the organizational climate. This model can be a basis for conducting research related to existing variables

Keywords: Servant Leadership, Job Satisfaction, Organizational Commitment, Organizational Climate

1. Introduction

The development of human resources has a very strategic position in the organization. Human resources are the only resources that have the feelings, desires, skills, knowledge, encouragement, and power (Sagala, 2022). The prosperity is closely related to the leader role. The role of the leader is one of the keys to selecting employees who make a good contribution to company values (Hidayati, Ilmi, & Kasuma, 2022). (Dele, Nanle, & Abimbola, 2015) explains a leader must have a strong desire to serve and lead, and the most important thing is to be able to combine the two as positive things that strengthen each other. Servant Leadership is based on the primary responsibility to serve employees by placing employee interests above the interests of leaders (Parwati, Yuesti, & Suardhika, 2020). Based on a survey conducted at the Aceh Regional Police, leadership problems were found. Leaders have not been able to foster a sense of commitment in their subordinates to achieve the organization's vision. Employees will follow the leader's attitude shown to their subordinates. With a leader who creates a good work environment and climate, it will create a commitment to achieving the organization's vision and mission.

The presence of a global pandemic (such as COVID-19), reduces the slowdown in organizational growth in all fields. This situation requires leaders to determine the best policies to maintain employee productivity, which of course will create a new organizational climate. In practice, changes in organizational climate make employees feel restless because they have to implement new and different procedures than usual (Hidayati et al., 2022). Organizational climate develops from factors that are under the managerial auspices of leaders so that perceptions of organizational climate include how an organization manages affairs with organizational members and the surrounding environment. The organizational climate at the Aceh Regional Police still has several problems in practice. Where organizational units are still not good at distributing employee work. There are still employees who do not know what their responsibilities are at work so only some employees work to achieve organizational goals.

Changes in organizational climate and servant leadership styles will have an impact on employee behavior. One of which is the satisfaction behavior felt by employees in the organization. High job satisfaction among employees will certainly have a positive impact on the organization, of course, it will also provide high productivity. In this way, employee performance will increase, because employees feel satisfied with what the organization provides, and they will tend to give the best for the company because they work with satisfaction/pleasure (Arijanto, Widayati, & Pramudito, 2022). Regarding satisfaction with working at the Aceh Regional Police, Aceh Regional Police employees

feel uncomfortable at work, either due to the surrounding work environment, or other factors that can disrupt work comfort.

Strong organizational commitment within an organization will cause individuals to try hard to achieve organizational goals through planned leadership goals. Subordinates who have a high level of organizational commitment will have a positive outlook and will try to do their best for the interests of the organization. Organizational commitment is carried out based on trust and loyalty in the organization (Saraswati & Hakim, 2019). Commitment is an important dimension in assessing a leader's confidence to persist in leading the organization. Organizational commitment is believed to be a form of psychology that has the characteristic of accepting a strong goal to remain a member of the organization. The problem in the field with the Aceh Regional Police is that some Aceh Regional Police employees are not serious about their duties. The employees are on duty only as carrying out responsibilities, but there is no call from within him. Superiors must further improve discipline in each work unit so that employees can work better. Employees who work seriously and feel that their work provides benefits to those around them will provide the best work results. So, towards all the problems explained, the authors are interested in further research to prove the model regarding Organizational Climate, Servant Leadership, Job Satisfaction, and Organizational Commitment of the Aceh Regional Police Employees.

2. Literature

Job Satisfaction

(Natalia & Dylmoon Hidayat, 2021) explain that job satisfaction can be defined as a set of employees' feelings about their work, whether pleasant or unpleasant feelings. Job satisfaction represents how an employee feels about his job and what he thinks about that job. In carrying out their work, employees need to interact with their co-workers and leaders. Apart from that, some rules and procedures must be adhered to, and standards must be achieved when working in an organization. (N. O. Putri, Abduh, & Remmang, 2021) explains that job satisfaction is a positive attitude that is reflected by employees both inside and outside of work. This attitude is like discipline and achievement in carrying out work. An employee can feel satisfied when their job can provide things they value, such as a good salary, opportunities for promotion, a work context that includes good leaders and coworkers, as well as the work itself, namely whether the tasks and work provide freedom. or a sense of accomplishment for the employee (Colquitt, LePine, & Wesson, 2016). Organizations that want to increase or maintain employee job satisfaction need to evaluate the application of these five factors as factors that form job satisfaction

Organizational Commitment

Commitment is an attitude and behavior that energizes each other (strengthens) one another. Representatives who are committed to the organization will appear in positive states of mind and behavior toward their institution. Representatives will have the soul to proceed to protect their organization, attempt to make strides in execution, and have an unequivocal conviction in making a difference in realizing the organization's objectives (Nendah, Mulyatini, & Yustini, 2020). (Iswahyudi, Djalil, & Idris, 2022) explain organizational commitment as loyalty and significant involvement in the organization. Organizational commitment is important for members and organizations by looking at a member's alignment with the organization and seeing the extent to which the member has the intention to maintain relationships with other members (Sofyanty, 2019). Organizational commitment is an internal strength variable, which encourages employees not to leave their jobs. With high organizational commitment, employees prefer to remain in the organization and continue their work even in difficult circumstances (Fakhrae, Amani, & Manoochehri, 2015). This commitment has nothing to do with intelligence, talent, or personal desires (Imran, Mahdani, & Putra, 2023). Employees who are committed to their organization generally feel a connection with the organization, feel that they fit in, and feel they understand the organization's goals (Mahalingam & Suresh, 2018).

Organizational Climate

(Sagala, 2022) explains that organizational climate is employees' recognition concerning the quality of the organization's inner environment which is moderately seen by individuals of the organization and is able at that point impact their consequent behavior. (Shafarila & Supardi, 2016) explain organizational climate as a set of measurable characteristics of the work environment that are either directly or indirectly felt by employees working in the organizational environment which influence and motivate their behavior. (Natalia & Dylmoon Hidayat, 2021) explain that organizational climate is individual perceptions, behavior, and attitudes that influence the rules and procedures of organizational members. Organizational climate is formed from the organizational environment in which some employees carry out their respective duties and jobs and this process is influenced by almost everything that happens in the organization. (Wirawan, 2012) defines climate broadly as the perception of organizational members regarding what exists or happens in the organization's internal environment regularly. (Malawi, Adam, & Yunus, 2023) explain that organizational climate is a concept that describes the internal atmosphere of the (organizational) environment that its members feel while they are actively achieving organizational goals.

Servant Leadership

Servant leadership is a selfless and humble leadership style that believes that being a leader is his responsibility to serve the employees under him (Arijanto et al., 2022) ; (Liman, Yaphar, & Widjaja, 2017). (Dumatubun, 2018) defines it as the leader's desire to guide and motivate followers and provide more experience through established quality relationships. (Iswahyudi et al., 2022) explain that servant leadership starts from sincere feelings arising from the heart that wants to serve. (Arijanto et al., 2022) and (Natalia & Dylmoons Hidayat, 2021) explain this to *servant leaders* as leaders who do not prioritize their interests but rather the interests of the organization's stakeholders and see their opportunity to become a leader as an opportunity to serve everyone under their leadership. (Aminah & Lin, 2022) explains that servant leadership is the actions, behavior, and attitudes of a leader who cares about his people by serving them. (Apriani, Widayanti, Magito, & Shafwan, 2021) explain that servant leadership is a sacrificial and humble style of authority that accepts that being a pioneer is one's obligation to serve the representatives who work under them. (Silaban & Nastiti, 2021) defines service leadership as leadership that originates from sincere feelings that arise from the heart that desires to serve, namely to be the first party to serve the party that originates from that inner voice and then presents the desire to become a leader.

Hypothesis and Research Framework

The servant leadership style applied by a leader can shape job satisfaction. This satisfaction arises because the leadership carried out by the leader is not only to seek profit for himself but to guide and shape new leaders through task delegation. With delegation, subordinates feel that the leader appreciates the talents of the subordinates so that the person feels satisfaction from the trust given (Natalia & Dylmoon Hidayat, 2021). (Arijanto et al., 2022) stated that servant leadership influences the job satisfaction of Banten Province Transportation Agency employees in Jakarta. (Adiguzel, Ozcinar, & Karadal, 2020) stated that servant leadership affects positively significantly job satisfaction. (Natalia & Dylmoon Hidayat, 2021) also stated that servant leadership carried out by school principals positively influences teacher job satisfaction. From this discussion, the first hypothesis in this research is :

Ha1: Servant leadership influences job satisfaction.

(Dumatubun, 2018) explains that one of the main values of servant leadership is equality and justice which encourages and supports fair treatment of everyone. These values can influence subordinates' perceptions to increase organizational loyalty and commitment. (Nendah et al., 2020) explain the impact of servant leadership on the love, commitment, self-efficacy, and intrinsic motivation of employees or subordinates which can change employee attitudes and also change the leader's attitude. This commitment has nothing to do with intelligence, talent, or personal desires (Imran et al., 2023). (Parwati et al., 2020) also found that servant leadership has a significant and positive influence on the organizational commitment of employees at the Denpasar City Government Regional Secretariat. Similar research results were also found by (Nendah et al., 2020) who found servant leadership affects positively significantly organizational commitment at DISPARBUD Pangandaran Regency. From this discussion, the second hypothesis in this research is:

Ha2: Servant leadership influences organizational commitment

In an organization, the leadership characteristics and attitudes of a leader to influence other people are very determining in achieving organizational goals. (Natalia & Dylmoon Hidayat, 2021) explain that organizational climate develops from factors that are under the managerial auspices of leaders so that perceptions of organizational climate include how an organization manages affairs with organizational members and the surrounding environment. It was found that a leader with a servant leadership spirit can create an organizational climate, that the higher the level of servant leadership, the stronger the organizational culture (Sihombing, Astuti, Musadieg, Hamied, & Rahardjo, 2018). This is reflected in ethical behavior, awareness, persuasion, empowerment, conceptualization, foresight, stewardship, growth, and building organizations (Elche, Ruiz-Palomino, & Linuesa-Langreo, 2020). (Juru, 2019) shows that leadership style positively influences organizational commitment and organizational climate among Expedition company employees in Surabaya. Similar results were also found by (Latif, 2018) who showed that leadership significantly can affect the organizational climate of employees at Genteng Hospital, Banyuwangi Regency. From this discussion, the third hypothesis in this research is:

Ha3: Servant leadership influences organizational climate

Organizational climate is a set of work environment conditions that are felt directly or indirectly by employees (Parwati et al., 2020). When an unpleasant climate makes employees feel that the work environment does not create an atmosphere that enables them to achieve their activities well, it does not bring employee satisfaction. Organizational climate can function as a measure of members' feelings towards the organization to which they belong and can help in identifying the stress level of organizational members (Thakre & Shroff, 2016). (Rahmawati & Supartha, 2015) state that partially organizational climate and work motivation affect employee job satisfaction. (Wibiseno & Dewi, 2018) stated that organizational climate variables were indicated to have a significant positive influence on job satisfaction.

(Natalia & Dylmoon Hidayat, 2021) also stated that organizational climate positively influences teacher job satisfaction. From this discussion, the fourth hypothesis in this research is:

Ha4: Organizational climate influences job satisfaction.

An organizational climate that is perceived by individuals as positive (pleasant) will provide good and effective work commitment which will influence the success of the organization (N. O. Putri et al., 2021). Employees consider organizations with a positive work climate to be a pleasant place to work (Titin & Muslichah, 2022). The results of The Intervening role of organizational commitment on the effect of organizational climate on job satisfaction explain that organizational climate affects positively significantly the organizational commitment of civil servants at the National Unity and Political Agency in Pasuruan City. Research by (McCallaghan, Jackson, & Heyns, 2020) also proves that a diverse climate positively influences organizational commitment in several companies in Africa. From this discussion, the fifth hypothesis in this research is:

Ha5: Organizational climate influences organizational commitment.

In an organization, some aspects influence the formation of an organizational climate, including organizational leaders, fellow members of the organization, as well as the systems and procedures implemented therein (Natalia & Dylmoon Hidayat, 2021). A good organizational climate encourages good relationships between the role of the leader and the systems and procedures implemented which will have an impact on the level of stress and satisfaction of members of the organization and between members of the organization. (Natalia & Dylmoon Hidayat, 2021) also explained that good relationships with leaders can be built through awards given to subordinates for their contributions and opinions to improve organizational performance. Creating a conducive organizational climate, will foster good perceptions among employees, and reducing employee stress provides a sense of satisfaction in working in the organization (Thakre & Shroff, 2016). The research results of (McCallaghan et al., 2020) prove that servant leadership shows an indirect effect on job satisfaction through organizational climate diversity in several companies in Africa. From this discussion, the sixth hypothesis in this research is:

Ha6: Organizational climate mediates the servant leadership effect on job satisfaction.

(Gotsis & Grimani, 2016) explain servant leadership as a leadership style that may be important and an effort to maintain an inclusive organizational climate. Leaders who apply a servant leadership style will usually motivate and encourage fair and socially responsible practices, as well as interventions that will reduce tensions between subgroups, which in turn is expected to encourage feelings of mutual belonging and increase committed attitudes to the organization (Gotsis & Grimani, 2016). The servant leadership style applied by the leader will shape an organizational climate. Leader behavior influences organizational climate which then drives employee motivation. Employee motivation is the main driver for employees to maintain their commitment to achieving the best performance (N. O. Putri et al., 2021). The research results of (McCallaghan et al., 2020) prove that servant leadership shows an indirect effect on organizational commitment through a diverse organizational climate in several companies in Africa. These findings follow previous research conducted by (Jang & Kandampully, 2018) that servant leadership is related to increased organizational commitment. (Sukasno & Sudibjo, 2022) also found that Climate significantly mediates the Servant Leadership on Teacher performance. From this discussion, the seventh hypothesis in this research is:

Ha7: organizational climate mediates the servant leadership effect on organizational commitment.

So this study framework can be described as follows.

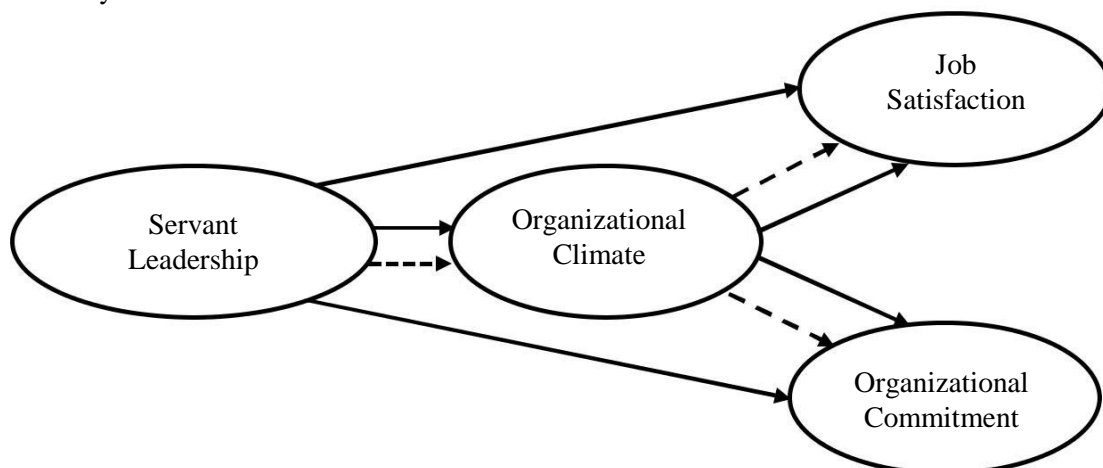


Figure 1. Framework

3. Method

(Sugiyono, 2017) explains that a population was a generalized area consisting of subjects that have certain characteristics. In this research, the population was all employees who served at the Aceh Regional Police. (Sugiyono, 2017) also explains that the sample is part of the number and characteristics of the population. Because all the populations of this study were identified, the sample design used in this study was *probability sampling* by using the approach of *stratified random sampling*. It is the regular sampling of subjects based on segments or strata of the population. Once the population was divided according to the appropriate strata, It was taken within each stratum.

Table 1. Details of Population and Sample Size

Rank	Amount	Proportion
Inspector General (IRJEN)	1	0
Brigadier General (BRIGJEN)	1	0
Grand Commissioner (KOMBES)	25	2
Assistant Commissioner of Police (AKBP)	59	4
Commissioner of Police (KOMPOL)	112	7
Assistant Commissioner of Police (AKP)	115	7
First Inspector (IPTU)	105	7
Inspector Two (IPDA)	148	10
Assistant Inspector One (AIPTU)	94	6
Second Assistant Inspector (AIPDA)	514	33
Chief Police Brigadier (BRIPKA)	1181	76
Police Brigadier (BRIGPOL)	259	17
Police Brigadier One (BRIPTU)	377	24
Police Brigadier Two (BRIPDA)	605	39
Adjunct Police Brigadier Two (ABRIPDA)	4	0
Bhayangkara Head (BHARAKA)	119	8
Bhayangkara One (BHARATU)	64	4
Bhayangkara Dua (BHARADA)	13	1
POLRI civil servants	185	12
Civil servants	8	1
TOTAL	3989	258

Source: Data processed by researchers, (2023)

To collect data, the authors used questionnaires, with a Likert scale with an interval of 1-5. Variable measurements use an interval scale, that can produce measurements of averages, standard deviations, statistical parameter tests, correlations, and so on (Ferdinand, 2014). Next, the collected data was analyzed using *Structural Equation Modeling* (SEM) (Ferdinand, 2014). Furthermore, to test the effect of mediation, it was carried out using the Baron and Kenny approach (Ghozali, 2018) through the Sobel Test. The variables and indicators used are :

1. Independent Variable

In this research, the independent variable is Servant Leadership (X), with indicators (Silaban & Nastiti, 2021):

1. Action
2. Empathy
3. Wise
4. Looking for solutions
5. Growing
6. Social Spirit
7. Visionary
8. Serving

2. Dependent Variable

The dependent variable is a variable that is influenced. They consist of :

Job Satisfaction (Y1), refers to research by (Luthans, Luthans, & Luthans, 2021) with the following indicators:

1. Comfortable conditions for work
2. Adequate work equipment

3. Balanced salary/benefits
4. Skilled (creative)
5. Promotion opportunities (career)
6. Interaction with co-workers

Organizational Commitment (Y2), refers to research by (Mahalingam & Suresh, 2018) with the following indicators:

1. Belief in goals
2. Willingness to try
3. Desire to maintain membership.
4. Contribute.
5. Take ownership

3. Mediation Variable

Mediating or intervening variables are intermediary variables, which function to mediate the independent variable and the dependent variable. So in this research, the mediating variable is Organizational Climate (Z). The following are indicators of Organizational Climate (Malawi et al., 2023):

1. Structure,
2. Responsibility,
3. Awards,
4. Working atmosphere,
5. Support,
6. Organizational Identity & Loyalty,
7. Risk,

4. Result

Respondent Characteristics

The data collected shows the majority of respondents in the research were men, namely 183 people or 70.9% of the total respondents, while only 75 were women or 29.1%. Based on the age of the respondents, the majority of respondents were aged 20 years to 24 years, namely, 94 people (36.4%) followed by the age range 25 years to 29 years, 79 people (30.6%). The educational background of the Aceh Regional Police employees is high school and equivalent, of which 172 people (66.7%). Only a small percentage have a Strata II (S-2) or master's educational background, namely 7 people. Aceh Regional Police employees generally have served for 5 to 9 years and are familiar with all the activities of each unit in the Aceh Regional Police.

Table 2. Respondent Characteristics

No	Inform.	Freq.	%
1	Gender :		
	-Man	183	70.9%
	-Woman	75	29.1%
2	Age :		
	- <20 years	45	17.4%
	- 20 – 24 Years	94	36.4%
	-25 – 29 Years	79	30.6%
	-30 – 34 Years	15	5.8%
	-35 – 39 Years	15	5.8%
	- ≥ 40 Years	10	3.9%
3	Education:		
	-High School (SMA)	172	66.7%
	-Diploma III	15	5.8%
	-Diploma IV / Strata I	64	24.8%
	-Strata II / Masters	7	2.7%
4	Purchase Amount:		
	- < 5 Years	45	17.4%
	- 5 - 9 Years	173	67.1%
	- 10 - 14 Years	12	4.7%
	- ≥ 15 Years	28	17.4%

Source: Primary Data, 2023 (Processed)

Testing the GoF Index

Confirmatory Factor Analysis (CFA) is used to confirm the model with the indicators. This is consistent with the views of (Silva & Alwi, 2008) explaining that confirmatory factor analysis (CFA) needs to be done first to ensure that the indicators are in good condition. After such analysis, *the structural test* is used to test theoretical models, which are based on measurements of goodness-of-fit (GoF) (Hair, et al., 2013). The model testing produces GoF indices as

in Table 3 below. It is known that the Chi-square is 234.703 and p is $0.052 > 0.05$; RMSEA is $0.041 < 0.08$; GFI of $0.918 > 0.90$; AGFI is $0.896 < 0.90$; TLI is $0.986 > 0.95$; and the CFI is $0.988 > 0.95$. Even though the AGFI is marginal below the critical value (Hair, Hult, Ringle, & Sarstedt, 2016), the GFI and AGFI are close to the recommended so the model is still suitable to continue. Apart from that, according to (Santoso, 2014), overall the model is fit, supported by p $0.139 > 0.05$, meaning that the model above is completely fit. Thus, it explains overall the model is fit, acceptable, and suitable to use for further analysis.

Table 3 GoF Criteria

Criteria	Results Model	Critical Value	Evaluation Model
Chi-Square χ^2 (CMIN)	234.703	I expected it to be smaller from the sample	Good
Probability (P)	0.052	> 0.05	Good
RMSEA	0.041	< 0.08	Good
GFI	0.918	> 0.90	Good
AGFI	0.896	> 0.90	Not good
TLI	0.986	> 0.95	Good
CFI	0.988	> 0.95	Good

Direct Hypothesis Testing

Hypothesis testing produces the Critical Ratio (CR) at the 0.05 significance. If $CR > 1.967$ and $p < 0.05$ then H_a is accepted.

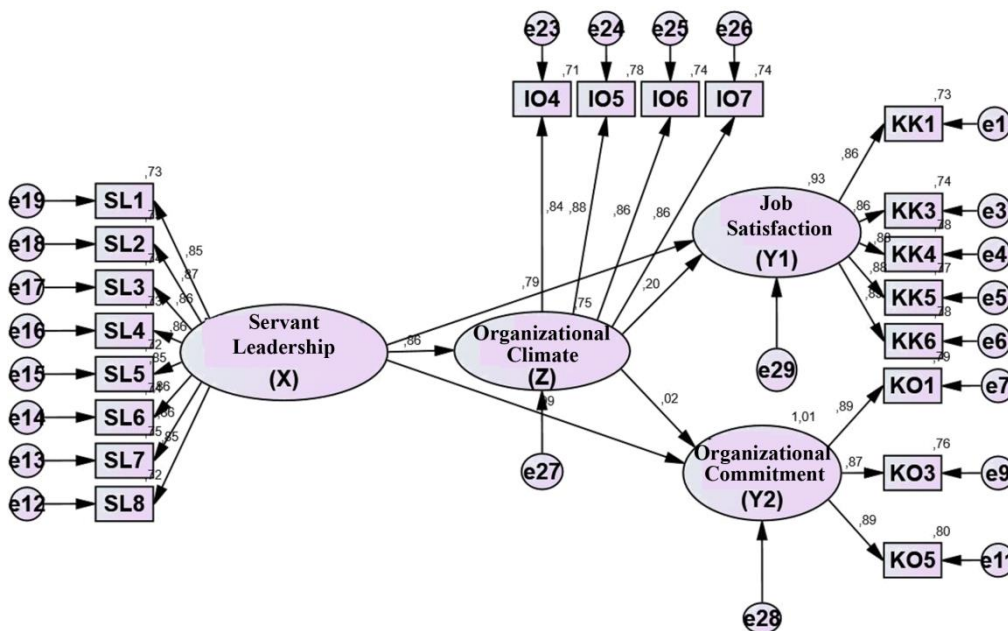


Figure 2 Full Model

The result is shown below:

Table 4 : Direct Influence Test

		Estimate	Stand. Estimate	S.E	CR	P
Job satisfaction (Y1)	<--- Servants Leadership(X)	.783	.793	.071	10.998	***
Organizational Commitment (Y2)	<--- Servants Leadership(X)	.997	.988	.072	13.913	***
Organizational Climate (Z)	<--- Servants Leadership(X)	.876	.864	.061	14.305	***
Job satisfaction (Y1)	<--- Organizational Climate (Z)	.190	.195	.060	3.175	.001
Organizational Commitment (Y2)	<--- Organizational Climate (Z)	.021	.021	.010	.379	.705

The analysis is explained below.

1. Servant leadership (X) affects Job Satisfaction (Y1) proven by an effect size of of 0.783 and CR 10.998 > 1.967 at p 0.000 < 0.05. This explains that if the implementation of a servant leadership attitude in the Aceh Regional Police increases by 1 point, then employee job satisfaction will increase by 78.3% and this effect is significant. It explains the first hypothesis (Ha1) is accepted, namely, Servant leadership affects job satisfaction among Aceh Regional Police employees.
2. Servant leadership (X) affects Organizational Commitment (Y2) proven by an effect size of of 0.988 and CR 13.913 > 1.967 at p 0.000 < 0.05. This explains that if the implementation of a servant leadership attitude in the Aceh Regional Police increases by 1 point, the organizational commitment of the employees will increase by 98.8% and this influence is significant. It explains the second hypothesis (Ha2) is accepted, namely, Servant leadership affects organizational commitment among Aceh Regional Police
3. Servant leadership (X) affects organizational climate (Z) proven by an effect size of of 0.864 and CR 14.305 > 1.967 at p 0.000 < 0.05. This explains that if the implementation of a servant leadership attitude in the Aceh Regional Police increases by 1 point, the organizational climate will be felt by employees by 86.4% and this influence is significant. It explains the third hypothesis (Ha3) is accepted, namely, Servant leadership significantly influences climate of the Aceh Regional Police.
4. Organizational Climate (Z) affects Job Satisfaction (Y1) proven by an effect size of of 0.195 and CR 3.175 > 1.967 at p 0.001 < 0.05. This explains that if the organizational climate at the Aceh Regional Police improves by 1 point, then employee satisfaction will increase by 19.5% and this influence is significant. It explains the fourth hypothesis (Ha4) is accepted, namely organizational climate affects job satisfaction among Aceh Regional Police employees.
5. Organizational Climate (Z) has an insignificant effect on Commitment (Y2) proven by an effect size of of 0.021 and CR 0.379 < 1.967 at p 0.705 > 0.05. This explains that if the organizational climate at the Aceh Regional Police improves by 1 point, then the commitment of employees will increase by 2.1% and this effect is not significant. It explains the fifth hypothesis (Ha5) is rejected and the fifth null hypothesis (Ho5) is accepted, Organizational climate does not affect organizational commitment among Aceh Regional Police employees

Mediation Hypothesis Testing

In this research, there are variables intervening/mediation namely Organizational Climate. Mediation testing is used to prove the role of mediating variables in the relationship of servant leadership on job satisfaction and organizational commitment. Proving the hypothesis was carried out using the (Baron & Kenny, 1986) approach and the Sobel Test. Next, we explain the influence both before and after the mediation effect in the sixth hypothesis using the Baron and Kenny approach which can be seen below.

Table 5. Results of the Hypothesis 6

Model		Unstandardized Coeff.		Standardized Coeff.	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.329	.645		2.063	.040
	Job satisfaction – <i>Servant Leadership</i>	.690	.020	.910	35.176	.000
2	(Constant)	-.090	.644		-.140	.889
	Job satisfaction – <i>Servant Leadership</i>	.483	.038	.637	12.685	.000
	Organizational Climate – <i>Servant Leadership</i>	.291	.047	.311	6.193	.000

Source: Primary Data, 2023 (processed)

The regression identified that in model 1 there is a positive significance of servant leadership (X) effect on job satisfaction (Y1) indicated by $\beta_1 = 0.910$; and Sig 0.000 < 0.05. When servant leadership (X) and job satisfaction (Y1) are included in the mediator in model 2, namely Organizational Climate (Z), it shows a significant relationship ($\beta_2 = 0.637$; Sig. 0.000 < 0.05). The test also provides information about the change in β servant leadership (X) in the first model which was 0.910 and significant, after entering the mediator the β servant leadership (X) became 0.637 and was also significant. The mediator, namely organizational climate (Z), has an influence of 0.311 with Sig. equal to 0.000 < 0.05 and shows significant results. It also shows that organizational climate (Z) has a role as partial mediation. This is because the influence of servant leadership (X) and job satisfaction (Y1) before and after entering the mediator are both significant.

Next, testing the 6th hypothesis of the mediating influence of organizational climate variable (Z) using the (Sobel, 1982) test. The following is the mediating influence of organizational climate which can be described as follows

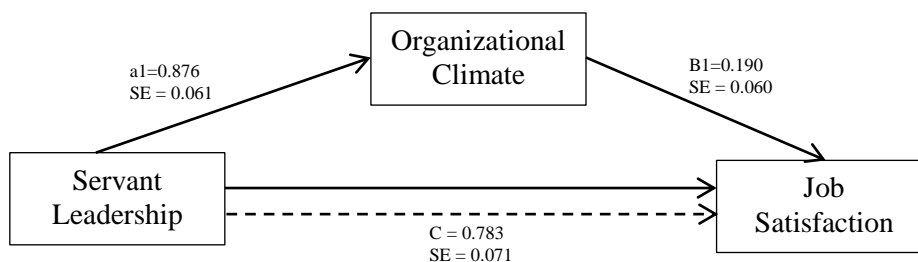


Figure 3. Hypothesis 6 Effect Model

Figure 3 above provides the Sobel test below.

Input:	Test statistic:	Std. Error:	p-value:
a 0.876	Sobel test: 3.09237623	0.05382269	0.00198561
b 0.190	Aroian test: 3.08525114	0.05394699	0.0020338
s _a 0.061	Goodman test: 3.09955092	0.0536981	0.00193814
s _b 0.060	<input type="button" value="Reset all"/>	<input type="button" value="Calculate"/>	

Figure 4. Calculation of the Sobel Test for Hypothesis 6

From the Sobel, the z is 3.092 > 1.96 with p 0.001 < 0.05, meaning there is an indirect influence between servant leadership (X) on job satisfaction (Y1) which is mediated by organizational climate. It explains the hypothesis Ha6 is accepted, namely editing organizational climate (*partial mediation*) and the servant leadership influence on job satisfaction among Aceh Regional Police employees.

Next, the explanation between before and after the mediation effect in the 7th hypothesis can be seen below.

Table 6 : Results of Hypothesis 7

Model		Unstand-Coeff.		Stand-Coeff.	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.182	.402		.452	.652
	Organizational Commitment – Servant Leadership	.608	.012	.952	49.690	.000
2	(Constant)	-.486	.415		-1.171	.243
	Organizational Commitment - Servant Leadership	.511	.025	.800	20.830	.000
	Organizational Climate – Servant Leadership	.137	.030	.174	4.523	.000

Source: Primary Data, 2023 (processed)

Table 6 identifies that in model 1 there is a significant positive *servant leadership* (X) effect on commitment (Y2), indicated by $\beta_1 = 0.952$; and Sig 0.000 < 0.05. When servant leadership (X) and organizational commitment (Y2) are included in the mediator in model 2, namely Organizational Climate (Z), it shows a significant relationship ($\beta_2 = 0.800$; Sig. 0.000 < 0.05). The test provides information of the change of β servant leadership (X) in the first model which is 0.952 and significant, after entering the mediator the β servant leadership (X) becomes 0.800 and is also significant. The mediator, namely organizational climate (Z), has an influence of 0.174 with Sig. equal to 0.000 < 0.05 and shows significant results. This also explained that the organizational climate variable (Z) has a role as *partial mediation* because the relationship of servant leadership (X) and organizational commitment (Y2) both before and after entering the mediator is significant.

Next, testing the 7th hypothesis of the mediation effect was also carried out using a procedure developed by (Sobel, 1982) and known as the Sobel test (*Sobel test*). The following is the mediating influence of organizational climate which can be described as follows:

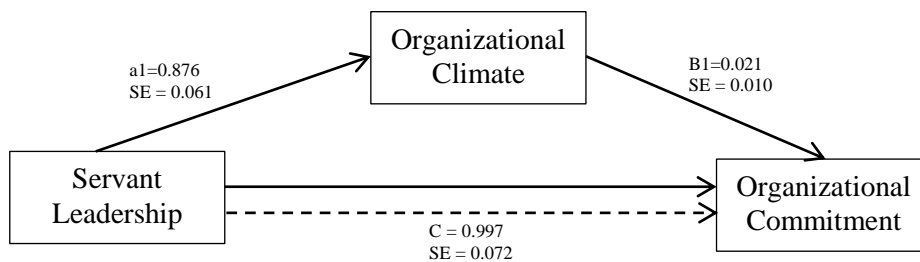


Figure 5. Hypothesis 7 Effect Model

The Figure 5 is a model of H7. The Z calculation can be seen below.

Input:		Test statistic:	Std. Error:	p-value:
a	0.876	Sobel test: 2.07790055	0.00885317	0.03771852
b	0.021	Aroian test: 2.07298566	0.00887416	0.03817361
s _a	0.061	Goodman test: 2.08285057	0.00883213	0.03726485
s _b	0.010	Reset all	Calculate	

Figure 6. Calculation of the Sobel Test for Hypothesis 7

From the Sobel, the z is $2.077 > 1.96$ with $p\ 0.037 < 0.05$, meaning there is an indirect influence between servant leadership (X) on organizational commitment (Y2) mediated by organizational climate. It explains why hypothesis Ha7 is accepted, namely mediating organizational climate (*partial mediation*) on servant leadership and organizational commitment.

Discussion of Hypothesis Test Results

Table 7. Recapitulation of Testing Results

No	Hypothesis	Estimate	Std. S.E	CR	P	Hypothesis
1	Servant Leadership affects significantly job satisfaction	.793	.071	10.998	***	Accepted
2	Servant Leadership affects significantly organizational commitment	.988	.072	13.913	***	Accepted
3	Servant Leadership affects significantly organizational climate	.864	.061	14.305	***	Accepted
4	Organizational climate affects job satisfaction	.195	.060	3.175	.001	Accepted
5	Organizational climate affects organizational commitment	.021	.021	.010	.379	Rejected
6	Organizational climate mediated the servant leadership on job satisfaction	--	.053	3.092	.001	Accepted
7	Organizational climate mediated the servant leadership on commitment	--	.008	2.077	.037	Accepted

Table 7 figures the test result of the first hypothesis shows that servant leadership affects the job satisfaction of Aceh Regional Police employees. Leaders who carry out leadership using a servant leadership style are proven to create job satisfaction felt by Aceh Regional Police employees. This satisfaction arises because the leadership at the Aceh Regional Police not only seeks profit for itself but also to guide and build the personal competence of its employees. The leaders at the Aceh Regional Police also tried to show their wise attitude in leading. Employees who have better competence will be given promotions to higher positions. This encourages every employee to develop competence in their work. These are in line with (Arijanto et al., 2022) who stated that servant leadership influences the job satisfaction of Banten Province Transportation Agency employees in Jakarta. (Adiguzel et al., 2020) also stated that servant leadership affects positively significantly job satisfaction, and research by Maharani and (Maharani & Aini, 2019) stated that servant leadership affects job satisfaction.

Testing the second hypothesis shows that servant leadership affects the organizational commitment of Aceh Regional Police employees. The leaders of the Aceh Regional Police, in carrying out their leadership, treat all their employees fairly and equally. Employees who perform well will be given awards, and employees who violate will be given sanctions according to applicable regulations. The application of servant leadership values will build the perception of subordinates to increase their loyalty and work enthusiasm so that they will be more committed to the organization. Aceh Regional Police employees have no difficulty discussing problems with their superiors in the field. Leaders often take the time to listen to subordinates' problems and try to provide appropriate solutions. These results follow (Parwati et al., 2020) who found that servant leadership affects employee organizational commitment at the Denpasar City Government Regional Secretariat. Similar research results were also found by (Nendah et al., 2020) who found servant leadership affects positively significantly organizational commitment at DISPARBUD Pangandaran Regency. (Dumatubun, 2018) also found this *servant leadership* impact on organizational commitment.

Testing the third hypothesis shows that Servant Leadership affects Organizational Climate. Leadership is what determines the direction and goals of an organization and creates an organizational climate that supports the implementation of the overall management process. At the Aceh Regional Police, the character and attitude of a leader to influence others will be a role model for his subordinates and will determine the steps to achieve organizational goals. The leaders were directly involved in the problems faced by Aceh Regional Police employees. If employees act wrongly, leaders will try and take responsibility for correcting it and providing the right solution. (Juru, 2019) shows that leadership style positively influences organizational commitment and organizational climate among Expedition company employees in Surabaya. Similar results were also found by (Latif, 2018) who showed that leadership had a significant effect on the organizational climate of employees at Genteng Hospital, Banyuwangi Regency.

Testing the fourth hypothesis shows that Organizational Climate affects Job Satisfaction. Every leader and employee of the Aceh Regional Police tries to create a healthy and pleasant work climate for all employees. A comfortable organizational climate will bring employee satisfaction and produce the best performance productivity. High work demands at the Aceh Regional Police will create a level of stress felt by employees. By building a conducive and pleasant organizational climate, employees will find it easier to overcome this level of stress. By resolving this matter, it will provide satisfaction for employees. Employees who work in a good organizational climate will certainly work better. These results are in line with the findings of (Rahmawati & Supartha, 2015) stating that partially organizational climate and work motivation affect employee job satisfaction. (Wibiseno & Dewi, 2018) stated that organizational climate positively influences job satisfaction. (Natalia & Dylmoon Hidayat, 2021) also stated that organizational climate positively influences teacher job satisfaction.

Testing the fifth hypothesis shows that Organizational Climate has no significant effect on Organizational Commitment. In this research, it is not proven that climate has an impact on the commitment of Aceh Regional Police employees. The organizational climate is not enough to form better feelings of commitment in employees, the organizational climate perceived by employees is normal or the same. The current organizational climate has not brought much change to employee loyalty so employees are not serious when working. If employees do not work wholeheartedly, it is believed that the results that the Aceh Regional Police want to achieve will not be optimal. Apart from that, the implementation of the organizational climate in the Aceh Regional Police, such as the management system which consists of organizational structure, work standards, work procedures, and reward systems, has been determined by the Central Police together with the government, so that the policies taken to adjust the appropriate organizational climate in Aceh are very limited. These are in line with (Darmawan, 2017) who found that organizational climate variables on organizational commitment had no effect and were not significant on Broadcast Media. Other research conducted by (R. Y. Putri, 2021) also found that organizational climate did not significantly influence the organizational commitment of civil servant employees at DISPERMADES P3A Kebumen Regency. Other research conducted by (Soemadi, 2021) also shows that organizational climate does not affect employee commitment at Muhammadiyah University, Tangerang.

Testing the sixth hypothesis shows that Organizational Climate mediates the influence of Servant Leadership on Job Satisfaction. At the Aceh Regional Police, one of the aspects that is considered to influence the formation of an organizational climate is organizational leadership. Organizational leaders play a major role in building a good organizational climate which encourages good relationships between leadership roles by creating systems and procedures that are implemented which will have an impact on employee satisfaction and stress levels in the organization. Leaders who reward subordinates for their contributions and opinions to increase organizational productivity and provide appropriate sanctions for those who violate discipline will build a conducive organizational climate. The organizational climate created by this leadership style will foster good perceptions within employees as well as create work comfort and provide a sense of satisfaction in working at the Aceh Regional Police. These results are in line with the findings of (McCallaghan et al., 2020). *servant leadership* demonstrated an indirect effect on job satisfaction through organizational climate diversity in several companies in Africa.

Testing the seventh hypothesis shows that Organizational Climate mediates the influence of Servant Leadership on Commitment. Servant leadership is related to the climate applied in an organization and the attitudes of employees in that organization. The application of a servant leadership style by the leadership at the Aceh Regional Police is an important and important effort to maintain and create an inclusive organizational climate. Aceh Regional Police leaders who apply a servant leadership style will motivate and encourage fair and socially responsible practices, as well as interventions that will reduce tensions between employees and areas within the Aceh Regional Police, which is expected to encourage mutual feelings of having the same goals and increase committed attitudes. on the vision and mission of the Aceh Regional Police. The servant leadership style applied by the leader will shape an organizational climate. A climate where leaders do not only seek profit for themselves but also guide and form new leaders through task delegation. A leader will achieve maximum leadership when he can carry out delegation effectively to build a sense of commitment in the people he leads to complete the tasks entrusted to them optimally. These are supported by (McCallaghan et al., 2020). *servant leadership* demonstrated an indirect effect on organizational commitment through a diverse organizational climate in several companies in Africa. Sukasno and Sudibjo (2022) also found Organizational Climate mediates a positive significant influence of Servant Leadership on Teacher performance and Organizational Citizenship Behavior.

6. Conclusion

The results revealed that Servant Leadership affects Job Satisfaction, Organizational Commitment, and Organizational Climate; Organizational climate affects job satisfaction but does not affect Organizational Commitment; Organizational Climate mediates the Servant Leadership effect on Job Satisfaction partially, and mediates Servant Leadership effect on Organizational Commitment fully. These findings also reveal that the model of increasing job satisfaction and organizational commitment in Aceh Regional Police employees is a function of increasing Servant Leadership and the suitability of the organizational climate. This model can be a basis for conducting research related to existing variables. These results also recommend strategies for research subjects, namely:

1. Aceh Regional Police leaders can provide technical training and guidance regularly to employees so that they can provide work experience. By providing training and technical guidance, it is believed that Aceh Regional Police employees can work more effectively and efficiently. Lack of work experience is also an obstacle to achieving organizational goals
2. Aceh Regional Police leaders can provide more motivation to employees at work so that employees can be more enthusiastic and serious in their work. One form of motivation can be by giving awards to the best employees every month who are assessed in various aspects by their leaders and co-workers
3. The leaders of each work unit are expected to show a better attitude and embrace employees who have problems. Superiors can listen more to the problems experienced in the field and help provide solutions so that a positive attitude is formed which will be followed by employees at the Aceh Regional Police.
4. Employees can learn more about their work so they can work more diligently. Apart from that, employees must be able to continue to develop their love for the Aceh Regional Police organization as an institution that is respected and respected and provides excellent service to the people of Aceh.

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