



Servant leadership and work culture as determinants of employee performance improvement

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ABSTRACT

This study aims to examine the influence and analyze the factors that can improve employee performance. Namely, the variables of servant leadership, work culture, and organizational commitment can mediate an increase in employee performance related to services at the Jakarta PSDKP Base. The study used a quantitative approach with saturated sampling techniques using questionnaires, a population of 136 employees, and SEM PLS 4.0 as a statistical tool. The results showed that servant leadership has a significant effect on employee performance, there is a substantial effect of work culture on employee performance, there is a considerable effect of servant leadership on organizational commitment, work culture has a significant impact on organizational commitment, organizational commitment has a significant effect on employee performance. Organizational commitment can mediate the impact of servant leadership on employee performance. According to the executive level, managerial implications are made using the POLC concept (Planning, Organizing, Leading, and Controlling). This research is expected to make a theoretical contribution to the literature in this context, among others, in human resource management.

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1. INTRODUCTION

Government organizations have an essential role, especially in optimizing government services to the community. Of course, for the general tasks of government and development in government organizations to be carried out properly, it is necessary for all aspects involved to be able to act under the rules and regulations that apply to each employee (Gunawan et al., 2022; Puspita & Warsindah, 2021). Government organizations constantly demand professional service rationalization following the scope of their respective duties (Haryadi et al., 2022; Tania et al., 2021). In this condition, the position of each employee who participates in the services of government organizations is always required to provide more value in providing services to the community (Astutik, 2016; Riyanto et al., 2022; Setyowati et al., 2023). The progress of an organization or institution is greatly influenced by the figure of a leader who can be exemplified, respected, and liked

by subordinates and service users (Isabel et al., 2021; Purnamasari et al., 2023; Yumhi et al., 2023). Supposedly, the leader can appeal to his subordinate employees so that they can perform better and have an impact on improving the performance of employees (Haryadi, 2022; Haryadi & Wahyudi, 2020). The success of public organizations is also due to the methods, traits, capabilities, and leadership styles determined by the role and example of a leader in an organization (Haryadi et al., 2021; Rahmatullah et al., 2022; Zhou et al., 2022). Human resources are one of the bases of competitive strength and a critical of acof in achieving competing to achieve goals (Mulyadi et al., 2023; Tajudin et al., 2023). Therefore, HR management for companies or industries is a meaningful matter for services to the public (Fitriati, 2020; Karsikah, Kambara, et al., 2023; Ricardianto, 2018). Employees are importanessentialof the institution and have an essential position in the organization as thinkers, planners, and brains of activities that are part of the institution to achieve short, medium, and long-term goals (Anshori et al., 2022; Haryadi et al., 2021; Oktaviani et al., 2023). Organizations must have unique details and capabilities to improve performance (Alfarizi et al., 2022; Saputra & Fermayani, 2019; Wahyudi et al., 2022). Success in service orientation from the government to the community is strongly influenced by the empowerment of human resources, in this case the Stateivil Apr a tus. It should be noted that human resources have a vital role in improving all performance aspects. One aspect of performance is government services to the community so that all activities and development results cannot be separated from the improvemimprovingrces (Rahmatullah et al., 2022; Sinaga & Sinulingga, 2018). This is because humans are essentially born as leaders, learners, initiators, puppeteers, and actors of development and are not only objects of development (Alfarizi et al., 2022; Muratin, 2022). The success of an agency organization is determined by the performance (job performance) of employees, for every agency will try to improve the performance of its employees in achieving the organizational goals that have been set (Haryadi, Setiawati, & Juhandi, 2022; D. Saputra, 2018). Performance begins with the word job performance or actual performance, which means the results of activities or actual results achieved by a person. It is challenging to establish a definition of performance that can provide a comprehensive understanding (Anshori et al., 2022; Sianturi, Halin, & Handayani, 2021).

For a leader who has not and cannot lead, the task is burdensome, interconnected, and has obstacles to resolve correctly. That is, a leader must be able to be an example for his subordinates (Clarence et al., 2021). Servant leadership is a form of approach where a leader can position himself as a servant by prioritizing others over himself (Mujeeb et al., 2021; Oktari, 2022). Servant leadership is a type or form of leadership that was raised to overcome the leadership emergency in the form of shrinking follower confidence in the leader's example. (Junita et al., 2022).

Work culture has a significant impact on employee performance. Work culture is expected to benefit the individual state apparatus and its work unit, where personally, it can innovate, achieve and self-actualize, provide opportunities to play a role. At the same time, in groups, it can increase togetherness, synergy, and quality of joint performance (Ivaldi et al., 2022). Striving for the institutionalization of the character is, having great devotion to achieve the dreams and goals of the state, having the required abilities to carry out trusted service management and public wisdom, having the expertise to carry out obligations innovatively, expertly, and creatively, maximizing quality, efficiency, and productivity, obeying principles, accountability and discipline, having a personality and being proud to be a servant of the State, having the authority and authority in decision making (Undang-Undang Nomor 25, 2002).

Another aspect of improving employee performance is organizational commitment. Organizational commitment is conceptualized as the power of personal recognition with and participation in a unique institution. Individuals with high organizational commitment tend to believe in the organization's values and follow its goals. The relationship between organizational commitment and knowledge sharing study found a

positive effect of organizational commitment on employee knowledge sharing (Putri et al., 2023; Ryu & Moon, 2019). Committed employees can be defined as the interwoven part of an individual's view of himself or herself in his or her career within the organization (Sutrisno, 2015). Committed employees are significant because organizations need committed employees, large organizations, so that agencies can survive and improve the services they produce (Linggiallo et al., 2021). Employees with high commitment are also high; a sense of recognition is high, and they will not move to another place (Kurniasari et al., 2018).

The performance of the Jakarta PSDKP Base Employees in terms of service orientation in the issuance of Operational Licensing Standards and Fishery Product Verification Sheets has fluctuated, tending to decrease in quantity. It is known that in 2017-2021 the issuance of SLO decreased, although it is known that in 2020 it increased. As for LVHPI services in 2017-2021, fluctuations tend to decrease. SLO and LVHPI service product data for the 2017-2021 period can be seen in the figure below. There was a decrease in the value of service orientation between 2017-2019, then it rose in 2020 but fell again in 2021. This is thought to be due to services to the community/public in 2021 related to the explosion of covid 19 cases in July 2021. It is also suspected that the PILAR work culture launched in early 2020 is actually able to increase the value of service-oriented employee performance and SLO and LVHPI service products. However, it is suspected that due to the absence of high commitment from employees in SLO and LVHPI issuance services, the quantity of services tends to decrease again.

From the formulation of the problem, the authors formulate research objectives, among others, in this study to test and analyze the factors that can improve employee performance. In this case, the authors will test the variables of servant leadership, work culture, and organizational commitment to determine whether they positively influence employee performance and whether organizational commitment can mediate increasing employee performance. In this context, the author hopes that this research is expected to make a theoretical contribution to the literature on human resource management.

2. RESEARCH METHOD

In this study, the method used by the author is descriptive quantitative research with a causal approach. The causal process is an investigation that will look for a description of the relationship, influence, impact, and causal effects (cause-and-effect) of various concepts or factors or, in some cases, designed in management science. The population in this study was 136 employees of the Jakarta PSDKP Base. The sample in this study were employees of the Jakarta PSDKP Base, totaling 136 respondents, and all respondents were drawn into the sample. The sampling technique used is non-probability sampling with the total sampling / saturated sampling method, meaning all populations are taken as samples. The saturated sampling technique has been used in this study. The data collection technique used in this study used a questionnaire with a scale of 1 - 10 using the agree-disagree scale method. According to the research sample, 136 questionnaires were obtained from respondents. The data analysis technique in this study is a descriptive analysis using the SPSS version 26 assistance program, then to find the influence between variables using inferential analysis with the SmartPLS version 4.0 assistance program through the outer model test, which includes validity test and reliability calculation test then by looking at the square root value of each variable. Then proceed with the inner model test by looking at the R Square value. To find the direct and indirect effects between variables using the bootstrapping test by looking at the direct effect and indirect effect. In this study, the authors formulate research hypotheses including h1: there is a significant effect of servant leadership on employee performance, h2: there is a significant effect of work culture on employee performance, h3: there is a

significant effect of servant leadership on organizational commitment, h4: there is a significant effect of work culture on organizational commitment, h5: there is a significant effect of organizational commitment on employee performance.

3. RESULTS AND DISCUSSIONS

Before conducting the assumption test, it is necessary to test the validity to show how positive an instrument method or way of measuring something is designed. Servant leadership is measured using five indicators: compassion, vision, empowerment, trust, and humility (Aboramadan et al., 2022; Adhisti et al., 2022; Giolito, Liden et al., 2021). Then the work culture is measured using six indicators, namely integrity, transparency, focusing on individuals, without dividing walls, team-oriented and fun (Sianturi et al., 2021; Syam, 2020; Tiwari & Jha, 2022). Likewise, the organizational commitment variable is also measured using five indicators: a sense of belonging, a sense of pride, active completion of work, having a high spirit, the desire to manage, and the desire to work hard (Utami et al., 2021). For this, employee performance is measured by four indicators of quality of work results, quantity of work results, timeliness, reliability, and cooperative attitude (Haryadi et al., 2022; Ricardianto, 2018; Vipraprastha et al., 2018). This study attempted the validity test by looking at the convergent and discriminant validity numbers. Furthermore, the validity test results can be observed in the following vignette.

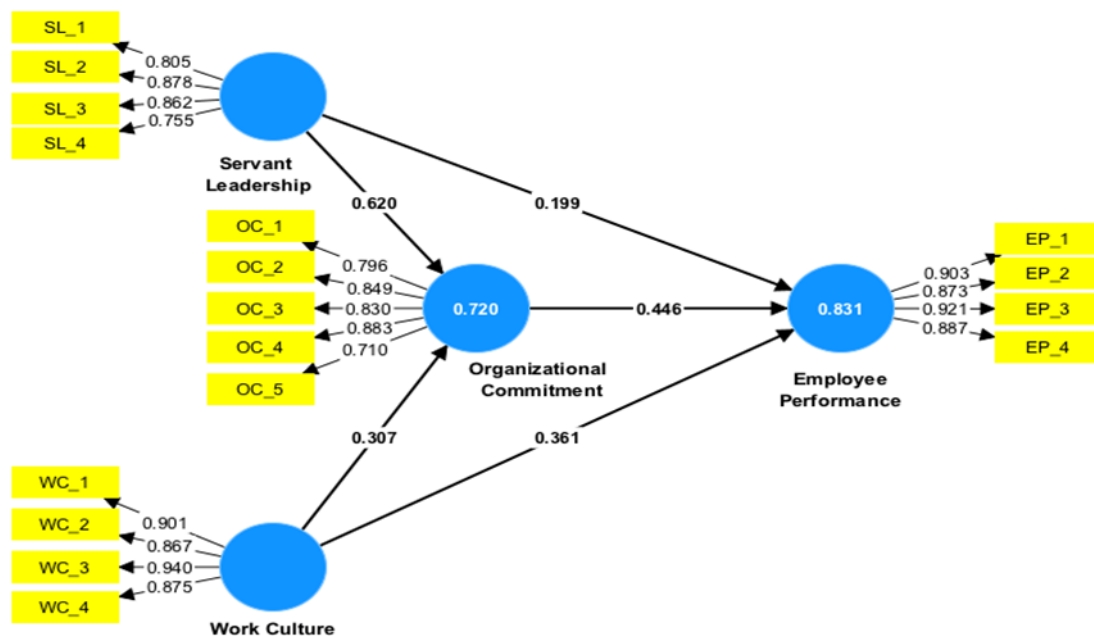


Figure 1. Outer Model Research
Source: Results of research data processing 2023

Figure 1 shows that all elastic variables from each indicator have a value greater than 0.70, which can automatically fulfill the validity standards of data. Opinion (Ghozali & Latan., 2015: 74) Indicators are claimed to be accurate if each indicator has an outer loading number greater than 0.70. Not only looking at the number of outer loading but convergent validity can also be observed from the number (AVE), which must be greater than 0.50 (Ghozali & Latan., 2015: 74). In this form, the average number of extracted variances for each variable is located above 0.50 as shown in the following table.

Table 1. Outer model and inner model

Variable/Indicator	Loading Factor				Cronbach Alpha	Composite Reliability	AVE	R-square
	EP	OC	SL	WC				
Employee Performance					0,918	0,942	0,803	0.831
EP_1	0,903							
EP_2	0,873							
EP_3	0,921							
EP_4	0,887							
Organizational Commitment					0,873	0,908	0,665	0.720
OC_1		0,796						
OC_2		0,849						
OC_3		0,830						
OC_4		0,883						
OC_5		0,710						
Servant Leadership					0,844	0,896	0,683	
SL_1			0,805					
SL_2			0,878					
SL_3			0,862					
SL_4			0,755					
Work Culture					0,918	0,942	0,803	
WC_1				0,901				
WC_2				0,867				
WC_3				0,940				
WC_4				0,875				

Table 1 shows that each variable has a value from reliability testing showing the importance of Cronbach's Alpha, Composite Reliability on all variables. There are points above 0.70. Thus the conclusion is that all variables are reliable or fulfill the reliability test, then the Average Variance Extracted (AVE) value > 0.50 so that construct reliability & validity are fulfilled. The following hypothesis testing can be seen in Table 2 below.

Table 2 Hypothesis Tests with Bootstrapping

Variable	Coefficient	T-value	P-values	Result
SL → EP	0,199	3,330	0,001	Accepted
WC → EP	0,361	4,496	0,000	Accepted
SL → OC	0,620	8,930	0,000	Accepted
WC → OC	0,307	4,402	0,000	Accepted
OC → EP	0,446	5,390	0,000	Accepted

Source: Results of research data processing 2023

Table 2 is the result of the Bootstrapping test with SmartPLS 4.0 can be explained in the discussion below: The findings in the first hypothesis in this study, namely servant leadership, significantly affect employee performance. Statistically, this first hypothesis shows a dominant influence. As described by Greenleaf, servant leaders come from a person's natural desire to serve, prioritizing the interests of others over their interests. Leaders with a servant leadership style are involved in shaping and growing the character of their followers (Hasanuddin et al., 2021). The success of a leader can be seen if he has a great desire to fulfill the desires of others and must be able to encourage his subordinates to achieve their abilities as much as possible for the benefit of the organization. In this case, of course, a leader inadvertently positively impacts the organization to be better on an ongoing basis. The work will run and succeed if a leader can help subordinates become loyal, capable, and have integrity (Sitanggang, Gunanto, & Sudibjo, 2022).

The second finding in this study, the second hypothesis, is work culture on employee performance. The statistical test results show a significant influence of work culture variables on employee performance. The work culture variable has indicators, namely integrity, transparency, focusing on individuals, without boundary walls, team-oriented, and fun. Work culture is expected to provide benefits for the personal state

apparatus and its work unit, where personally, it can innovate, achieve and self-actualize, and provide opportunities for roles. At the same time, in groups, it can increase togetherness, synergy, and quality of joint performance (Ivaldi et al., 2022). Work culture is a matter that must be observed in activities in agencies or institutions in order to make effective results in carrying out the activities of employees; the effect is to focus on agencies to achieve the success that has been implemented with their understanding; otherwise, understanding is to describe the actions of individuals who voluntarily obey all regulations and feel that their obligations and responsibilities are fulfilled (Lombardo, 2022). Work culture is an aspect of everyday activities that are good and always based on meaningful values; the effect can provide ideas, encouragement, and innovation, to stay on duty so that it has value and is adequate in providing services to the public (Ivaldi et al., 2022).

The findings in the third hypothesis in this study, namely servant leadership, significantly affect organizational commitment. Statistically, this first hypothesis shows a dominant influence. Servant leadership is a current leadership style passionate about sharing services with others. This service is tried by synergizing with workers, after which a sense of togetherness is publicized to other employees so they can take turns giving when trying to collect a provision in an institution (Lemoine & Blum, 2021). Servant leadership is how a person serves by centering on followers, and followers become essential attention from the boss or the institution (Kadariusman & Bunyamin, 2021). A servant leadership structure is a *virthathich* that describes that s a person's good moral qualities or excellence and can serve as a role model (Isabel et al., 2021).

The fourth finding in this study, the fifth hypothesis, is work culture on organizational commitment. The statistical test results show a significant effect of work culture variables on organizational commitment. Work culture is a matter that must be observed in activities in agencies or institutions in order to create effective results in carrying out the activities of employees whose effect is to focus on the agency to achieve success that has been implemented with their understanding, otherwise understanding is to describe the actions of individuals who voluntarily obey all regulations and feel that their obligations and responsibilities are fulfilled (Lombardo, 2022). Work culture is an aspect of everyday activities that are good and always based on meaningful values; the effect can provide ideas, encouragement, and innovation, to stay on duty so that it has value and is adequate in providing services to the public (Ivaldi et al., 2022).

The fifth finding in this study is that the organizational commitment variable significantly affects employee performance. Statistically, the organizational commitment variable on employee performance has a dominant influence. Commitment is essential in dating institutional solidity (Ricardianto, 2018). Organizational commitment can be defined as the part of the fa an individual employee views himself or herself in his or her job, profession, or extraordinary institution (Sutrisno, 2015). Organizational commitment is significant because agencies need employees who have a sizeable organizational commitment so that agencies can then survive and improve the services and products they produce (Kanwal & Shar, 2021). Organizational commitment can be defined as an employee's adherence to the agency and its processes in achieving goals with prolonged methods (Kurniasari et al., 2018).

It is known that mediation 1 provides a VAF value of 39.51%, which means that the relationship between the influence of servant leadership on employee performance mediated by organizational commitment is partial mediation (>20%). Meanwhile, mediation 2 provides a VAF value of 20.87%, which means that the relationship between the influence of work culture on employee performance mediated by organizational commitment is partial mediation (>20%).

4. CONCLUSION

Based on the results of testing the hypothesis proposed by the author, the conclusions obtained include The first hypothesis shows a significant effect of servant leadership on employee performance. To be able to improve employee performance can also be done by improving servant leadership. The second hypothesis in this study explains the significant influence of work culture on employee performance. To be able to improve employee performance can be done by improving work culture. The third hypothesis is that servant leadership has a significant effect on organizational commitment. To be able to increase organizational commitment can be done by increasing servant leadership. The fourth hypothesis includes that work culture significantly affects organizational commitment. Increasing organizational commitment can be done by increasing work culture. The fifth hypothesis is that organizational commitment significantly affects employee performance. It can also be done by increasing organizational commitment to improve employee performance. This research is expected to make a theoretical contribution to the literature in this context, among others, in human resource management. For future research, it is expected to add variables such as job satisfaction, organizational climate, effective training in the context of human resources.

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