



Unlocking employee performance: the chain effect of servant leadership, organizational culture, and organizational commitment

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ABSTRACT

A This study aims to examine the influence of servant leadership and organizational culture on employee performance, with organizational commitment serving as a mediating variable at PT Taspen (Persero) Pontianak Branch. The research employs a quantitative descriptive approach using both primary and secondary data. The population consists of all employees at PT Taspen (Persero) Pontianak Branch, with a census or saturated sampling technique involving 102 respondents. Data analysis was conducted using SmartPLS4 version 4.1.0.2. The results indicate that both servant leadership and organizational culture have a direct and significant effect on organizational commitment, as well as a direct and significant effect on employee performance. Furthermore, organizational commitment also has a direct and significant impact on employee performance. The findings also demonstrate that organizational commitment mediates the relationship between servant leadership and organizational culture on employee performance. Theoretically, this study provides an important contribution to the understanding of factors that influence employee performance, particularly within the context of PT Taspen (Persero) Pontianak Branch.

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1. INTRODUCTION

Human resources (HR) are widely acknowledged as a company's most valuable asset, playing a central role in executing strategic objectives and driving organizational growth. At PT Tabungan Asuransi dan Pegawai Negeri (Taspen) (Persero) Pontianak Branch, which delivers pension insurance and old-age savings services, employee performance is critical in ensuring service quality and institutional sustainability.

One of the main factors influencing employee performance is leadership. Among many leadership approaches, servant leadership has been increasingly recognized due to its emphasis on trust, development, empathy, and ethical behavior. Alajhar & Salam

(2022) reported that servant leadership significantly encourages employee innovative behavior through psychological empowerment. Similarly, Vrcelj et al. (2022) found that this leadership style has a positive influence on job satisfaction and organizational commitment. Research by Shao (2019) confirmed that servant leadership enhances employee well-being and engagement. At Taspen Pontianak, several managers have demonstrated servant leadership behaviors through open communication, mentoring, and employee recognition, although such practices are not yet uniformly embedded across all departments.

Another important factor is organizational culture, which consists of shared values, norms, and behaviors that shape how employees interact and perform. Hung et al. (2022) found that organizational culture positively influences individual performance and is moderated by national cultural contexts. Peña & Caruajulca, (2024) showed that cultural elements significantly determine performance outcomes in foreign-invested enterprises. Almahasneh et al. (2022) emphasized that organizational culture mediates the relationship between leadership and performance. PT Taspen has institutionalized the core values of “AKHLAK” (Amanah, Kompeten, Harmonis, Loyal, Adaptif, Kolaboratif) to build a strong cultural foundation. However, in practice, inconsistencies still appear in internalization and supervision at the branch level. These inconsistencies indicate that the “AKHLAK” values, although formally embedded in the organizational culture, may not yet be fully effective in bridging the relationship between leadership behavior and organizational commitment. The extent to which these core values are internalized and translated into daily organizational practices plays a crucial role in supporting or limiting the development of employee commitment as a result of servant leadership.

Organizational commitment also plays a crucial role in determining employee performance. Committed employees are more likely to be loyal, proactive, and resilient under pressure. Vrcelj et al., (2022) found that servant leadership enhances organizational commitment, especially in public institutions. Peña & Caruajulca (2024) highlighted that commitment acts as a mediating variable in the relationship between organizational culture and performance, particularly in dynamic and uncertain environments.

Despite these positive conceptual frameworks, current data from PT Taspen Pontianak reveal several performance gaps. During 2023–2024, the Operating Cost Ratio only reached 20%, far below the 80% target. On-time processing of incoming receivables stagnated at 20%, and the Return on Assets (ROA) remained low. Additionally, the company faced issues such as minimal performance coaching, inadequate program execution, reduced cash inflow, and increased audit findings. These challenges indicate potential weaknesses in leadership effectiveness, cultural integration, and employee commitment.

To address these issues, it is important to empirically examine how servant leadership and organizational culture affect employee performance, both directly and through organizational commitment as a mediating factor. Previous studies have offered varying results while Shao (2019) and Hung et al., (2022) affirm direct relationships, Almahasneh et al. (2022) and Peña & Caruajulca (2024) stress the importance of mediating variables. This study thus positions itself to reconcile these inconsistencies by empirically testing both the direct and indirect (mediated) effects between servant leadership, organizational culture, commitment, and performance within the specific context of a state-owned enterprise in Indonesia.

Therefore, this study aims to investigate the influence of servant leadership and organizational culture on employee performance at PT Taspen (Persero) Pontianak Branch, with organizational commitment as a mediating variable. The research will contribute to improving performance management strategies, particularly within the context of Indonesian state-owned enterprises.

2. RESEARCH METHOD

This study employed a quantitative research approach conducted at PT Taspen (Persero) Pontianak Branch. The primary data was collected using a structured questionnaire distributed to all 102 employees across various departments and hierarchical levels within the organization using the saturated sampling technique. The variables measured include servant leadership, organizational culture, organizational commitment, and employee performance.

To ensure the quality of the measurement tool, both content and construct validity of the questionnaire were tested prior to distribution. Content validity was evaluated through expert judgment involving academics and practitioners familiar with the research constructs to assess the clarity, relevance, and representativeness of each item. Construct validity was examined through convergent and discriminant validity tests using outer loading, Average Variance Extracted (AVE), and Fornell-Larcker criterion during the PLS-SEM analysis stage, following standard validation procedures (Hair et al., 2021)

Demographic factors such as age, gender, level of education, length of service, and departmental affiliation such as finance, human resources, marketing were also collected. These demographic characteristics were included in the analysis to identify their potential moderating or confounding effects. Subgroup analysis and multigroup analysis (MGA) techniques within SmartPLS were employed to evaluate whether demographic variations influenced the structural model relationships.

Data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS version 4.1.0.2. The instrument used a Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree), in line with ordinal scaling practices commonly applied in organizational behavior research. All constructs were measured using reflective indicators adapted from validated instruments in previous studies.

3. RESULTS AND DISCUSSIONS

3.1 Validity Measurement

According to Steyn & De Bruin (2019), the value of the loading factor indicates the strength of the correlation between each indicator and its corresponding construct. A loading factor greater than 0.70 is considered ideal, signifying that the indicator is suitable for measuring the construct. In this study, a loading factor threshold of 0.70 will be applied. This figure shows how strong the correlation is between each indicator and its construct which is presented in this figure.

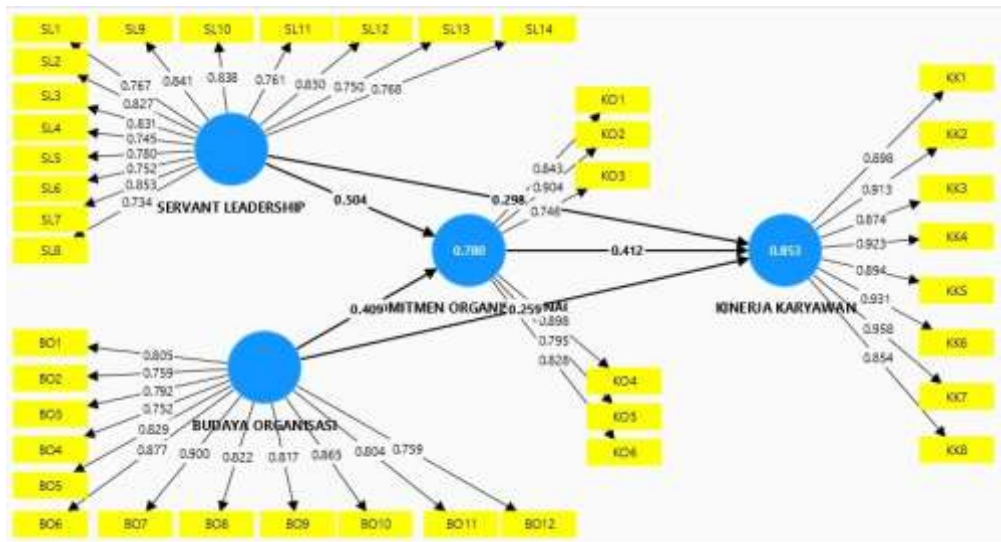


Figure 1. Loading factor

The figure indicates that all loading factors exceed the threshold of 0.70, showing strong correlations between each indicator and its respective construct. As this value meets the ideal criteria (Hair et al., 2021), all indicators are considered appropriate for measuring the intended constructs, confirming high convergent validity. This means each dimension accurately reflects its latent variable, and no indicators need to be excluded from the model. The analysis then proceeded to assess each variable’s validity through AVE values as part of the reliability and validity evaluation.

Table 1. Results of Average Variance Extracted (AVE)

	Average Variance Extracted (AVE)
Servant leadership	0.628
Organizational culture	0.666
Organizational commitment	0.702
Employee performance	0.821

Source: Data Processing Results (2024)

Table 2 shows the Average Variance Extracted (AVE) for the four main constructs: servant leadership, organizational culture, organizational commitment, and employee performance. AVE reflects how well each construct explains the variance of its indicators. Employee performance has the highest AVE (0.821), indicating strong explanatory power, followed by organizational commitment (0.702), organizational culture (0.666), and servant leadership (0.628)—all showing good explanatory ability. Since all AVE values exceed the 0.5 threshold, the constructs demonstrate good convergent validity, confirming the validity and reliability of the measurement instruments used.

3.2 Structural Model Evaluation

The structural model evaluation begins with an analysis of collinearity among constructs and the model’s predictive ability. This is followed by assessing predictive power using five criteria: coefficient of determination (R^2), path coefficients, and cross-validated redundancy (Q^2), among others (Sarstedt, 2019). The R^2 value specifically evaluates the effect and significance of exogenous variables on endogenous variables and applies only to exogenous constructs.

Table 2. Results of the Determination Coefficient Test

	R-Square	R Square Adjusted
Employee performance	0.853	0.840
Organizational Commitment	0.780	0.768

Source: Data Processing Results (2024)

Table 3 shows strong R-Square values, indicating the model's ability to explain variance. Employee Performance (Y) has an R-Square of 0.853 and an Adjusted R-Square of 0.840, demonstrating very high predictive strength. Organizational Commitment (Z) has an R-Square of 0.780 and an Adjusted R-Square of 0.768, reflecting strong to moderate predictive capability. These values confirm the model's reliability and validity as a strong predictive model.

3.3 Hypothesis testing

This test aims to determine the path coefficient in the structural model and evaluate the significance of each relationship or hypothesis test. The data is processed to produce the results of hypothesis testing on direct and indirect effects. The results of the direct influence hypothesis test can be seen in the following table.

Table 3. Path Coefficient

	Original Sample	Deviation Standard	T Statistics	P Values
H1.Servant Leadership→ Organizational Commitment	0.504	0.161	3.131	0.002
H2.Organizational Commitment Culture→Organizational Commitment	0.409	0.170	2.401	0.016
H3.Servant Leadership→ Employee Performance	0.298	0.144	2,073	0.038
H4.Organizational Culture→ Employee performance	0.259	0.130	1,996	0.046
H5.Commitment Organizational→ Employee performance	0.412	0.130	3.169	0.002

Source: Data Processing Results (2024)

The R-Square values reflect strong explanatory power. For Employee Performance (Y), an R-Square of 0.853 indicates that 85.3% of the variance is explained, with an Adjusted R-Square of 0.840 confirming strong predictive ability. Organizational Commitment (Z) has an R-Square of 0.780, explaining 78.0% of the variance, and an Adjusted R-Square of 0.768, showing moderate to strong capability. These high values confirm the model's reliability and validity. The indirect effect is presented in Table 5 as follows:

Table 4. Specific Indirect Effect

	Original Sample	Deviation Standard	T Statistics	P Values
H6.Servant Leadership→Organizational Commitment→ Employee Performance	0.207	0.104	2,000	0.046
H7. Organizational Culture→ Organizational Commitment→Employee Performance	0.168	0.083	2,031	0.042

Source: Data Processing Results (2024)

Table 5 shows that Organizational Commitment significantly mediates the relationship between Servant Leadership and Employee Performance, with a path coefficient of 0.207 and a p-value of 0.046 ($p < 0.05$). It also mediates the effect of Organizational Culture on Employee Performance, with a path coefficient of 0.168 and a p-value of 0.042 ($p < 0.05$). These findings underscore the key role of Organizational

Commitment in strengthening the impact of both Servant Leadership and Organizational Culture on Employee Performance at PT Taspen (Persero) Pontianak Branch.

3.4 Discussion

a. The Influence of Servant Leadership on Organizational Commitment

The empirical analysis shows that servant leadership significantly contributes to enhancing organizational commitment, as reflected by a path coefficient of 0.504 and a p-value of 0.002. This finding is consistent with previous research indicating that leaders who embody servant-oriented values, such as empathy, empowerment, and stewardship, are more likely to inspire deeper emotional attachment and loyalty among employees. For instance, Eva et al., (2019) highlighted that servant leadership fosters a sense of trust and psychological safety, leading to increased affective commitment. Similarly, Ng (2022) demonstrated that servant leaders who prioritize the needs of their subordinates over personal gains tend to cultivate a climate of mutual respect and dedication. Furthermore, research by Ruiz-Palomino et al. (2023) emphasized the mediating role of value alignment in strengthening the link between servant leadership and organizational commitment. In the case of PT Taspen Pontianak Branch, the presence of supportive and morally grounded leaders facilitates a shared sense of responsibility and belonging, affirming the positive influence of servant leadership on commitment.

b. The Influence of Organizational Culture on Organizational Commitment

The analysis also confirms that organizational culture exerts a significant influence on employee commitment, with a path coefficient of 0.409 and a significance value of 0.016. An organization's culture, encompassing shared values, norms, and practices, can either reinforce or undermine commitment levels among its members. For example, Lee and Ardebilpour et al. (2024) asserted that cultures emphasizing recognition, inclusivity, and professional development serve as strong antecedents to organizational commitment. In addition, Abduraimi et al. (2023) argued that a collaborative culture promotes emotional attachment and normative loyalty. A study by Bonini et al. (2024) further supports this perspective, indicating that adaptive and learning-oriented cultures enhance employee engagement and long-term commitment. At PT Taspen, a culture grounded in trust, loyalty, and accountability fosters internal cohesion and encourages employees to internalize organizational goals, ultimately strengthening their commitment.

c. The Influence of Servant Leadership on Employee Performance

The results reveal a significant relationship between servant leadership and employee performance, with a coefficient of 0.298 and p-value of 0.038. Servant leadership enhances performance by promoting empowerment, development, and a shared vision. According to Eva et al. (2019) servant leaders boost performance by focusing on follower growth and creating an environment where employees feel valued and motivated. Moreover, Agusta & Azmy (2023) found that servant leadership enhances creativity and collaboration, which are vital for performance improvement. Recent evidence from Kartono et al. (2024) underscore that when employees perceive their leaders as ethical and supportive, they are more likely to demonstrate discretionary effort and exceed performance expectations. At PT Taspen, servant leadership manifests through team-oriented practices and accountability, creating a positive environment that fosters goal alignment and enhances employee output.

d. The Influence of Organizational Culture on Employee Performance

Organizational culture also plays a critical role in shaping performance, as indicated by a coefficient of 0.259 and a p-value of 0.046. A strong organizational culture

provides clarity in expectations and reinforces desired behaviors. According to Qomari & Yuliantini, (2024), cultures that emphasize innovation, integrity, and continuous improvement are associated with higher levels of individual and team performance. In a related study, Kuhn (2024) demonstrated that cultural alignment across organization enhances communication, efficiency, and overall productivity. Moreover, Jaya et al., (2024) found that performance increases when employees operate in cultures characterized by shared values and collaborative dynamics. At PT Taspen, the prevailing culture prioritizes accountability and service, which motivates employees to perform diligently and ethically.

e. The Influence of Organizational Commitment on Employee Performance

The data further confirms that organizational commitment significantly impacts performance, as indicated by a path coefficient of 0.412 and p-value of 0.002. Employees who are committed to their organizations are more motivated, resilient, and goal-oriented. Research by Damayanti & Darmawan (2025) reveals that affectively committed employees exhibit higher levels of task performance and organizational citizenship behaviors. Likewise, Posumah & Moridu (2022) emphasized that commitment enhances performance through reduced turnover intentions and increased job satisfaction. An empirical study by Abdi et al. (2024) corroborated these findings, highlighting the role of commitment in fostering responsibility and performance persistence. At PT Taspen, a strong sense of employee commitment translates into improved service quality, lower error rates, and increased productivity.

f. Mediating Role of Organizational Commitment in the Servant Leadership–Performance Relationship

The mediation analysis reveals that organizational commitment mediates the relationship between servant leadership and performance, with a path coefficient of 0.207 and p-value of 0.046. Servant leadership encourages employees to commit to organizational values, which in turn boosts their motivation and performance. According to Mushtaq et al., (2021), commitment acts as a bridge linking leadership behavior and performance outcomes. In support, Zhang-Zhang et al. (2020) found that servant leadership fosters psychological ownership, which leads to greater dedication and better task execution. Weilin et al., (2020) concluded that employees who feel valued by their leaders tend to internalize the organizational mission and contribute more effectively. In PT Taspen's context, this mediated relationship emphasizes the need to nurture leadership that prioritizes employee development and shared values to enhance overall performance.

g. Mediating Role of Organizational Commitment in the Culture–Performance Relationship

Lastly, organizational commitment also mediates the effect of organizational culture on performance, with a coefficient of 0.168 and significance level of 0.042. Cultural norms shape employee identity and values, which subsequently influence their level of commitment and productivity. Adam et al. (2020) proposed that when cultural values align with personal beliefs, commitment levels rise, leading to improved performance. A study by Sahertian et al. (2020) further supports this by showing that organizational culture directly affects performance through affective and normative commitment. Nikpour, (2017) also demonstrated that an empowering culture nurtures commitment, which mediates its positive influence on individual effectiveness. In the PT Taspen case, reinforcing cultural alignment through recognition, communication, and leadership development initiatives enhances both commitment and performance.

4. CONCLUSION

Based on the discussion, it is evident that PT Taspen (Persero) Pontianak Branch has several actionable strategies to enhance employee performance and organizational commitment. These include time management and problem-solving training, fostering team collaboration, and equipping leaders to address challenges more effectively. Training in innovation and change management, alongside programs that promote creativity and open communication, are also essential to preparing employees for dynamic workplace environments.

Furthermore, increasing employee involvement through team-building initiatives and collaborative projects, while promoting open communication, encourages active participation in strategic planning and decision-making processes. This fosters a stronger sense of ownership and engagement among employees. Additionally, setting realistic performance standards supported by regular feedback and targeted training empowers employees to continuously improve their effectiveness.

The practical implications of these findings are significant for organizational leaders, especially within the SOE (State-Owned Enterprise) sector. Initiatives such as time management training, innovation encouragement, improved communication, and achievable performance targets offer a pathway to greater employee effectiveness and productivity. These strategies can contribute to building a dynamic, achievement-oriented, and competitive work environment.

However, this study is not without limitations. The relatively small sample size, methodological constraints, and contextual environmental factors must be acknowledged. These limitations highlight the necessity of future research to validate and enhance the robustness of the conceptual model. Further development may include expanding the sample across different SOE branches or sectors, employing longitudinal study designs, and integrating additional moderating variables such as organizational tenure, generational differences, or leadership maturity.

In a broader HR management context, the mediating role of organizational commitment demonstrated in this study provides a valuable framework for designing more effective employee engagement strategies across SOEs. By aligning leadership development programs and organizational culture initiatives with values such as “AKHLAK,” companies can strengthen the behavioral commitment of their workforce and build a foundation for sustainable performance improvement.

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