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SERVANT LEADERSHIP AND ITS INFLUENCE ON EMPLOYEE PERFORMANCE

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Abstract

Servant leadership is currently emerging as a modern leadership style that is expected to produce good performance for the organization. The purpose of this study was conducted to determine whether service leadership is able to affect employee performance, the results of the study found that servant leadership has a positive and significant coefficient on performance, it is shown through the results of the equation $Y = 7.610 + 0.492 X$, then the results of the hypothesis show that service leadership has a positive and significant effect on performance. This means that leaders who are able to serve as servants for their members will be able to provide positive results on the performance of their members, and if leaders can become servants directly, they will create high loyalty for their members and reduce turnover rates for the organization.

Keywords: *Servant Leadership, employee performance.*

1. INTRODUCTION

The policies of the organization that have been focused on through the organization's vision and mission, the expected capabilities are formed through optimal performance of the organization's members. The performance of organizational members can be said to be successful when they have reached the standards set by the organization and by the organization a performance evaluation is carried out, because in assessing the performance of the leaders of the organization it is an activity in evaluating behavior in achievement and as well as being a policy for the future (Etania, 2020); and performance appraisal can be a two-way relationship between individuals and managers (Stange, 2021) because the manager or leader is a person who has influence in the organization and provides direction for the achievement of the goals of the group (Shafiu et al., 2019), in order that the group's goals to run well then performance becomes the main carrying capacity of the organization, then it can be used to build a form of trusting relationship (Rietsema, 2021), because the success of the life of the organization cannot be separated from performance (Silalahi et al., 2019), because organizations place leaders with all their decisions with the ability to determine the difference between the success and failure of an organization (Makambe & Moeng, 2020), related to agreement, consultation, delegation and involvement (Sofi & Devanadhen, 2015), with the possibility for appropriate decisions and have contribution to the quality of employee work life (Clement & Themba, 2014).

Many types of leadership in organizations, such as transformational, transactional, autocratic, charismatic, bureaucratic, and democratic leadership (Al Khajeh, 2018) and the right leader are needed in the workplace (Schooley, 2019), because a leader feels proud when seeing that their members are able to generate good ideas that can bring positive growth and development to the organization they lead (Cass, 2019), research results (Half, 2019) show that 40% of professional workers leave their jobs because leaders are unable to become leaders. Leaders should have the ability and strength to lead and be able to influence other parties to be able to work in accordance with agreements or goals that have been mutually agreed upon. Managers or organizational leaders in general already know that their leadership style will affect the behavior

patterns of subordinates in achieving goals which has been agreed upon, where when carrying out their roles the manager or leader will be faced with all forms of character, behavior, abilities and personal maturity that will directly impact the performance of its members.

Performance means the work achievement that a person has achieved (Nazwirman, 2019), then performance can be obtained when an employee fulfills the duties of the job and carries out the tasks they need (Lia, 2019); where the results of the work are in the form of quantity, quality, timeliness and become a benchmark for evaluating performance that is useful for employee development (Kuswati, 2020), in principle performance evaluation is a manifestation of the format for assessing performance (Irfansyah, 2020), because it is very important for companies to be aware of the abilities of their employees in the ability to manage which is ultimately in line with the company's strategy (Diamantidis & Chatzoglou, 2019), with the best abilities and capabilities of a form of work owned by individuals in the organization, because with the high performance both can have an impact on organizational performance (Bashaer et al., 2016) and various ways will be carried out by companies in order to improve the performance of their employees (Benyamin et al., 2021), because performance must be useful in overcoming all problems that arise in the organization, so that goals can be achieved because without good performance the life of the organization wheel can be disrupted (Grace et al., 2021). Often a problem with the performance of members of the organization is found in the problem of attendance at work, where employees or employees are often not always present in accordance with the applied provisions for carrying out their duties, then the lack of quality of cooperation in completing tasks and work, so that it will result in disruption of the work process when done which will certainly interfere with the course of the organization's goals.

The ability of organizational members or employee performance is often faced with all conditions or factors that have the ability to influence it, where one of these factors can arise from the leadership model that leads the organization, because the organization is closely related to servant leadership behavior (Peterson et al., 2012), able to affect performance, this is in line with the research of (Ekhsan & Aziz, 2021); (Stollberger et al., 2019) that servant leadership is able to influence performance. Servant leadership today is often a model approach of modern leadership that is fundamental and long-term. and starts from a sincere feeling that arises from the heart and a desire to serve (Greenleaf, 1998), and it is found that there are similarities between servant leadership and transformational leadership in terms of the characteristics of vision, influence, credibility, trust and service (Bass, 2000), but the level of servant leadership is higher than transformational leadership (Handoyo, 2010) and the characteristics for servant leadership consist of compassion, empowerment, vision, humility and trust (Dennis & Bocarnea, 2005), servant leaders will provide direction and responsibility for the organization they lead (Van Dierendonck & Nuijten, 2011).

To measure service leadership, it is done by altruistic calling, emotional healing, wisdom, persuasive mapping, and organizational stewardship. (Barbuto & Wheeler, 2006), about leadership it is often a problem in organizations because leaders are still not able to make positive changes to others, especially efforts to put personal interests above group interests, commitment to improve and restore employee morale is still rarely found, then understanding of the work situation is also still lacking, ability in problem mapping has not yet achieved results, ability to make positive contributions to the environment has not yet reached a result, there are still leaders who find it difficult to humble themselves always feel right, the ability to achieve the shared vision of the



organization's members is still far from expectations, and the leader is still not able to become a complete servant for its members.

Therefore, it is necessary to have a very deep understanding of servant leadership, because to be a leader is not easy, you must have the ability to understand all problems in the organization, not only work procedures, what must also be understood is how the process of achieving the performance of its members, and realizes that its members are aware of the impact of their work on the entire organization (Ying et al., 2020); this is useful for the common interests of the organization which has been agreed upon, because serving leaders focus on long-term performance (Eva et al., 2019).

2. IMPLEMENTATION METHOD

This research was conducted on employees or employees who work in a formal organization, and their work location is in Pematangsiantar City, then conducted using a questionnaire. Then conducting interviews with employees in Pematangsiantar City with or without the presence of interview guidelines (Bungin, 2013). The data collection period is from August 2021 to October 2021 and the results obtained for the number of respondents are 188 employees, referring to the opinion that a good sample size ranges from 100 to 200 samples (Hair et al., 2010) and the minimum requirement for respondents is fulfilled. The data analysis technique in the validity test is used for measuring the level of accuracy of the size of an instrument on the concept under study (Suharso, 2012), with a correlation limit of ≥ 0.30 (Sugiono, 2019), reliability testing with a Cronbach's alpha benchmark minimum of 0.70 (Eisingerich & Rubera, 2010), coefficient of determination, normality, simple regression equation, and hypothesis testing.

3. RESULTS AND DISCUSSION

Tabel 1 Validity

| Variable | Correlation | critical t | Criteria |
|----------------------|-------------|------------|----------|
| Servant Leadership | ,580 | 0,30 | Valid |
| Employee performance | ,634 | 0,30 | Valid |

Table 1 show that the explanation for the results of table 1, that to test the validity of the variables with a correlation value for serving leadership the value is 0.580, performance is 0.634, while the critical t limit is 0.30, this means that the results of the instrument test from the study show valid criteria because the correlation value of each variable research on servant leadership and employee performance > critical t.

Tabel 2 Reliability Test

| Variable | Cronbach's Alpha | critical t | Criteria |
|----------------------|------------------|------------|----------|
| Servant Leadership | ,927 | 0,70 | Reliable |
| Employee performance | ,910 | 0,70 | Reliable |

Table 2 shows the results of reliability testing that Cronbach's alpha for servant leadership is 0.927, for performance is 0.910 while the critical t is 0.70. From these results, it can be concluded that the instruments of the servant leadership and performance research variables have reliable criteria, because the value of Cronbach's alpha > critical t.

Table 3 Coefficient of Determination
Model Summary^b

| Model | R | R Square | Adjusted Square | R | Std. Error of the Estimate |
|-------|-------------------|----------|-----------------|---|----------------------------|
| 1 | .699 ^a | .489 | .486 | | 5,924 |

a. Predictors: (Constant), Servant Leadership

b. Dependent Variable: Employee performance

Table 3 the results of the coefficient of determination in table 3 show that the R Square value of the leadership ability to serve in explaining the performance of the results is 0.489 or 48%, it means that there are 52% more abilities from other variables that are able to explain the performance variable and are not discussed in this study, such as work environment, communication and others, the R value shows a value of 0.699 which means that service leadership has a strong correlation to performance.

Table 4 Normality
One-Sample Kolmogorov-Smirnov Test

| | | Servant Leadership | Employee Performance |
|----------------------------------|--------------------------|--------------------|----------------------|
| N | | 188 | 188 |
| Normal Parameters ^{a,b} | Mean | 90,21 | 51,97 |
| | Std. Deviation | 11,743 | 8,261 |
| | Most Extreme Differences | | |
| | Absolute | ,076 | ,075 |
| | Positive | ,063 | ,074 |
| | Negative | -,076 | -,075 |
| Kolmogorov-Smirnov Z | | 1,045 | 1,022 |
| Asymp. Sig. (2-tailed) | | ,225 | ,247 |

a. Test distribution is Normal.

Table 4 shows the results that the value of asymp. sig. (2-tailed) of the serving leadership variable is 0.225, performance is 0.247, while the significance limit of α is 0.05. These results indicate that the value of asymp. sig. (2-tailed) > α significance 0.05, which means that the variables of service leadership and performance have a normal distribution.

Table 5 Simple Regression Equation

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-------|--------------------|-----------------------------|------------|---------------------------|--------|------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 7,610 | 3,355 | | 2,268 | ,024 |
| | Servant Leadership | ,492 | ,037 | ,699 | 13,330 | ,000 |

a. Dependent Variable: Employee Performance

Table 5 shows the results of the simple regression equation in table 5 show the results of $Y = 7.610 + 0.492 X$, this means that in this study the value is 7.610 and if there is no serving leadership then the consistent value of performance is 7.610, for the regression coefficient number is 0.492, which means that every time there is an addition of 1% for the variable servant leadership,



the performance will increase by 0.492. And for the regression coefficient value is positive (+), it can be said that service leadership has a positive effect on performance.

Table 6 Hypothesis t Test (t Test)

| Model | | T | Sig. |
|-------|--------------------|--------|------|
| 1 | (Constant) | 2,268 | ,024 |
| | Servant Leadership | 13,330 | ,000 |

a. Dependent Variable: Employee Performance

Table 6 show the results of the t test to get answers to the hypothesis that have been carried out, that the calculated significance value is 0.00 and this result is below the probability of 0.05, then for the t count results 13,330 and to determine the t table, it is done by determining the degrees of freedom (df) = (n - 2) = 188 - 2 = 186 which the result is 1,972, then the value of t count is 13,330 > t table 1,972 which means that the hypothesis H1 is rejected and H2 accepts that servant leadership has a positive and significant influence on employee performance.

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4. CONCLUSION

Based on the results of research as above are as follows the concept of a modern organization is inseparable from the pattern of leadership who becomes the leader in the organization, various models of leaders who become leadership styles are expected to be able to produce good performance for members of the organization and one of the expected leadership styles is servant leadership. The results showed that servant leadership had a positive and significant influence on the performance of employees or employees who worked in formal organizations in Pematangsiantar City, the validity and reliability tests were declared valid and reliable, and normally distributed, with the ability of the servant leadership variable to explain the performance of 48%, the simple equation regression shows a positive and significant coefficient.

To get good performance, many factors influence it, one of which is servant leadership. Leaders nowadays can change their leadership patterns because nowadays, leaders who are expected by organizational members are leaders who are able to provide a sense of comfort at work, give motivation and are able to understand the desires of their subordinates.

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