

The Servant Leadership Analysis and Work Motivation in Determining Organizational Commitment and Work Performance

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ABSTRACT

Human Resources (HR) plays a significant function and is a valuable asset the company must own. This is so that goals can be achieved in an organization which HR actively participates in. Therefore, maximizing employees' contributions to the business's mission is crucial to maintain successful performance. In this study will conduct tests to clarify the role of servant leadership and work motivation in determining organizational commitment and work performance at PT. Telkom Access Denpasar. The sample for this study consisted of 45 respondents who were all permanent employees. With the use of the Smart-PLS program, the findings demonstrate that stronger servant leadership implementation can raise organizational commitment. In addition, it was found that employees who are motivated at work will increase their commitment to the organization. Work performance cannot be determined, either directly or indirectly, by the use of servant leadership. Other results are work motivation will rise achievement of work performance, either directly or indirectly through the mediation of organizational commitment. Meanwhile, organizational commitment can determine work performance improvement.

Keywords: Servant Leadership, Work Motivation, Organizational Commitment, And Employee Performance.

INTRODUCTION

The business world is impacted by the globalization era full of uncertainty. Globalization is a factor that intensifies competition and many changes in business dynamics. HR is among the most crucial in attaining organizational objectives (Robbins & Judge, 2015). Because the workforce can carry out all firm operations or tasks, human resources play a crucial part in the business (Luthans, Luthans, & Luthans, 2021).

Performance is the outcome or effect of a series of discrete actions over time. Employees who perform well can aid the business in achieving the set objectives (Kaswan, 2017). It is crucial to develop high-quality and successful employee job outcomes in the administration of HR since work performance is an important factor for an organization's sustainability (Shaju & Subhashi, 2017).

A leader who engages with staff members directly to understand and reassure them while at work is said to practice servant leadership (Hasanah & Siti, 2020). Additionally, Yuesti, Parwati, Suardhika, & Latupeirissa (2020) stated that servant leaders' primary objective should be to serve subordinates and fully meet their requirements. This should be the case for everyone aspiring to the position of leader. The main goal of servant leadership in the workplace is to raise employee productivity (Mohamud, Abdiaziz, & Jamal, 2017). According to the justification given, previous study by Muhtasom, Abdul, Jamaluddin, and Baharuddin. (2017); Saleem, Zhang, Gopinath, and Adeel (2020); and Hasanah and Siti (2020) have found that servant leadership can lead to increased work performance. However, the findings from Lor & Zubair (2017), servant leadership cannot determine work performance.

Furthermore, having a significant part in work motivation is essential for improving work performance. Motivation comes from a combination of all organizational pressures that direct employees to make the right decisions and exhibit certain behaviors. Ideally, This conduct should focus on accomplishing organizational objectives and performance (Wibowo, 2016). According to Robbins and Judge (2015), motivation is a process that explains how strongly someone is motivated and persistent in attempting to enhance performance. From some of the above viewpoints, it can be inferred that work motivation is an internal urge that prompts one to act and complete tasks to boost work performance (Twalib & Margaret, 2016). An empirical study by Layuk and Gunawan (2019); Mohamud et al. (2017); Andriani, Nila, & Muhammad (2018); and Ratna, Pompong, & Indroyono (2016) found that motivation can have an impact on employee achievement. Other studies have shown similar results. Contrary to findings from studies by Changgriawan (2017) and Wuryani, Rodlib, Sutarsib, Dewi, and Arif (2017), work motivation cannot predict an improvement in work performance.

Organizational commitment is another factor that might determine work performance (Chrisnanto & Riyanto, 2020). Employees' organizational commitment indicates how likely they will stick with a company in the long run. Organizational commitment from employees usually indicates their conviction in the organization's vision and goals, work hard to complete tasks, and their desire to stay with the organization (Kaswan, 2017). According to empirical research by Setyaningrum, Margono, Surachman, and Wirawan (2020); Giri, Nimran, Hamid, and Musadieq (2016); and Abdirahman, Najeemdeen, Abidemi, & Ahmad (2018), the organizational commitment was found can determine on improving work performance. This implies that work performance will increase to a greater extent the more committed the person is to the organization. However, the study Putrana, Fathoni, and Warso (2016) and Azizah, Murgiyanto, and Nugroho (2019) indicated that organizational commitment does not determine work performance.

In other studies, servant leadership originates from the desire to provide services to subordinates and can inspire employees to achieve certain organizational goals (Yukl, 2013). In other words, servant leadership is based on equality and justice which encourages the perception of subordinates to comply with values, rules, and orders within the organization (Khan, Ghayas, & Kashif, 2020). The same results from the empirical studies of Jang and Kandampully (2018), Setyaningrum (2017); Piong (2016); and Joo, Byun, Jang, and Lee (2018) that fostering servant leadership has an effect on improving employees' commitment inside the company. However, the results of a study by Syahroni (2019) show that work performance cannot be determined in terms of a rise in servant leadership.

Meanwhile, work motivation can also increase employee commitment to the company. This is consistent with findings from studies by Melati, Moeins, and Tukiran (2021) who found that strong motivation from employees at work can encourage their commitment to achieving organizational goals. Likewise, previous research from Al-Madi, Assal, Shrafat, and Zeglat (2017); and Manalo, Castro, and Uy (2020) who have provened a connection between organizational commitment and motivation in work. However, the findings differ from Rantesalu, Mus, and Arifin (2017) and Sriekaningsih and Setyadi (2015), that employee commitment to the organization does not consistently grow when motivated at work.

This study investigated the effect of servant leadership and work motivation influence organizational commitment and work performance, and this research seeks to address the issue and fill any information gap. This study will also look at how organizational commitment acts as a mediator.

LITERATURE REVIEW

Work Performance

The success of individuals in completing all tasks related to their jobs and duties or their role in organizational activities impacts the attainment of each organization's goals (Mathis & Jackson, 2006). Task completion is frequently used to define work performance, with the term task itself originating from the idea of worker-required activities (Gibson, Ivancevich, Donnelly, & Konopaske, 2006). Additionally, work performance can be used to define the extent to which a program or policy has been implemented to carry out the outlined in its strategic planning (Rivai, 2009).

Servant Leadership

In general, leadership refers to the ability of superiors to persuade or inspire followers in order to accomplish organizational goals (Yukl, 2013). Greenleaf first proposed the idea of servant leadership in 1970. It describes the conduct of superiors who support their subordinates by directly conversing with them to understand and relieve them at work (Muhtasom et al., 2017). According to Rahcmawati and Lantu (2014), servant leadership is anticipated to transform those who practice it into people who are more capable of serving others and are more wholesome, smarter, freer, and independent.

Work Motivation

An organization's use of HR is effective if it inspires employees to complete their duties and obligations in compliance with appropriate norms (Rivai, 2009). Work motivation is a drive that comes from both inside and outside the person that causes him to desire and must take certain actions in order to achieve his goals (Gibson, Ivancevich, Donnelly, & Konopaske, 2006). Davis in Mundung (2021) stated that work motivation as a willingness to overcome challenges, progress, and growth. Different physical and spiritual demands, such as feelings or concepts, can motivate people

(Robbins & Judge, 2015). Additionally, Wibowo (2016) emphasized that employees experience motivation through their behaviors and attitudes to fulfill demands and accomplish organizational goals.

Organizational Commitment

The partisanship of organizational members can ensure the achievement of organizational goals, thus requiring high organizational commitment (Kaswan, 2017). Furthermore, Luthans et al. (2021) argue that organizational commitment needs a strong desire to continue working for the business, meeting performance standards, and accepting the organization's values and objectives. According to Setyaningrum (2017), An employee's commitment to the organization, their willingness to put forth their best efforts to stay with it, and their sincere desire to do so can be seen in their organizational commitment.

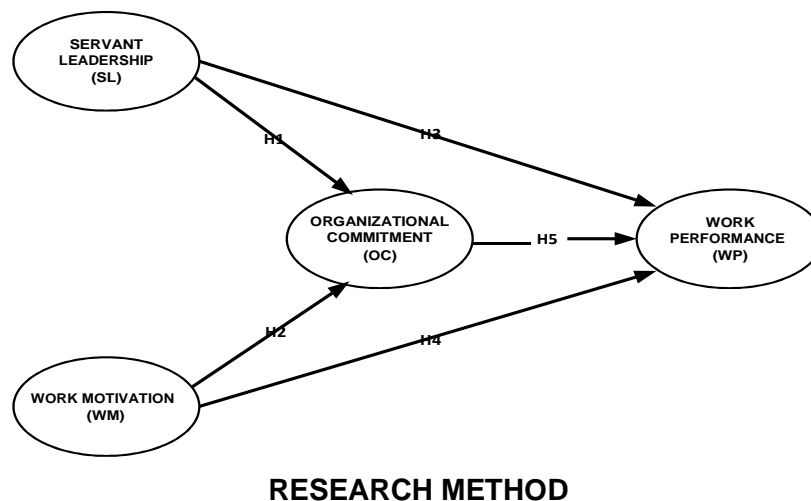
Hypothesis and Research Framework

The following is the hypothesis that can be stated for this investigation:

- H1: The stronger the owned self-leadership can increase employee commitment in the organization.
- H2: The more motivated employees at work can increase their commitment to the organization.
- H3: The stronger self-leadership possessed by employees can increase their work performance.
- H4: The more motivated employees at work can increase their work performance.
- H5: The more committed employees in the organization can increase their work results.

Based on the proposed hypothesis, the research model can be presented in the following figure.

Figure 1. Research Model



By using a questionnaire as a data collection tool, this study employs a quantitative research methodology to explain how work motivation and servant leadership affect organizational commitment and work performance. The population of this study consists of 45 regular employees of PT. Telkom Access Denpasar. According to Sekaran (2006), all of the samples included in this study were drawn from census or demographic research. Employee impressions of the characteristics under research were gathered using a five-point Likert scale from strongly disagree with a score of 1 to strongly agree with a score of 5 to obtain employee perceptions of the variables studied.

In the research instrument, the measurement of the servant leadership variable refers to Sendjaya (2015) with five indicators: compassion, empowerment, vision, humility, and trust. All indicators of the servant leadership variable are described in two items. On the work motivation variable, indicators refer to Hasibuan (2010), who applies Maslow's theory of needs, namely: physiological needs, security needs, social needs, esteem needs, and self-actualization needs. The indicators of the work motivation variable are then described in two items. For the organizational commitment variable, the measures from Priansa (2016) are used: affective commitment, continual commitment, and normative commitment. All indicators on the organizational commitment variable are described in two items. On the work performance variable, the measurement uses six indicators from Robbins (2006): quantity, quality, timeliness, effectiveness, independence, and loyalty. The indicators of work performance variables are then presented in two items. Before the research questionnaires were distributed to all targets, 30 samples were first tested. This ensures the calibration of research instruments with validity and reliability tests (Ghozali, 2014).

After the data had been collected from the distribution of questionnaires, a descriptive analysis was done to describe the respondents' profiles. Moreover, the Smart-PLS v. 3.0 prorogram was used to test hypotheses and examine at mediation.

RESULTS

A profile analysis of the respondents was necessary in order to illustrate how servant leadership and work motivation affect organizational commitment and work performance at PT. Telkom Access Denpasar. According to respondents' gender-based characteristics, male employees dominated (86.7%) while female employees only accounted for 13.3% of the total. According to this ratio, men are more empowered to complete tasks at PT. Telkom Access Denpasar. According to age-based characteristics of respondents, a distribution of 66.7% of respondents were aged 21 to 30 years or more. Next came respondents' ages, including those between 20 and 30, 31 to 40, and 41 or over (2.2%). According to data on respondents' age distribution, workers at PT. Telkom Access Denpasar are mature enough to perform their jobs and work.

From the characteristics of respondents, based on education, PT. Telkom Access Denpasar employees have a majority of Bachelor-S1 education, which is 46.8%, followed by SMA/SMK education (44.4%), and the same amount of 4.4% have both a diploma and postgraduate education (S2). This information gives a general overview of the minimal level of education needed by PT. Telkom Access Denpasar personnel to perform their jobs, which is a Bachelor's degree (S1). According to the characteristics of respondents based on years of service, respondents with a working term of 4 - 6 years are predominate, making up 60% of the distribution. Additionally, personnel with a working time of 7 to 9 years are followed by them by 24.4%, and those with 1 to 3 years of service (15.6%). Employees at PT Telkom Access Denpasar have the necessary knowledge and expertise to perform the tasks assigned, according to data from the distribution of responses based on years of service.

Direct and Indirect Testing

This work used SEM-PLS analysis with the Smart-PLS v.3.0 program for hypothesis testing and mediation analysis. The stages of analysis carried out in this research include: evaluation of the outer model, inner model, direct effect testing and examination of mediating effects.

Outer Model Evaluation

The discriminant validity must then be evaluated. by contrasting the correlation between latent variables and the value of the square root of AVE from each variable (Ghozali, 2014).

Table 1. Discriminant Validity Analysis

Variables	AVE	$\sqrt{\text{AVE}}$	WP	OC	WM	SL
WP	0.760	0.872	<i>0.872</i>			
OC	0.781	0.884	0.806	<i>0.884</i>		
WM	0.622	0.789	0.710	0.631	<i>0.789</i>	
SL	0.673	0.821	0.515	0.595	0.631	<i>0.821</i>

The square root value of AVE appears greater than the correlation coefficient of the latent variable (Table 1), so all variable constructs have good discriminants.

According convergent validity analysis (Table 2) findings, all variable constructs have outer loading values upper than 0.7 and AVE values upper than 0.50. These results demonstrated that all indicators for each variable investigated are valid measures (Ghozali, 2014).

Table 2. Convergent Validity Analysis

Variables	Indicators	Outer Loading	AVE
Servant Leadership (SL)	SL.1	0.793	0.673
	SL.2	0.754	
	SL.3	0.876	
	SL.4	0.830	
	SL.5	0.844	
Work Motivation (WM)	WM1	0.764	0.622
	WM2	0.663	
	WM3	0.762	
	WM4	0.878	
	WM5	0.859	
Organizational Commitment (OC)	OC1	0.876	0.781
	OC2	0.825	
	OC3	0.945	
Work Performance (WP)	WP1	0.863	0.760
	WP2	0.895	
	WP3	0.894	
	WP4	0.891	
	WP5	0.887	
	WP6	0.796	

The reliability of the variable construct was examined using Cronbach's alpha and composite reliability analysis (Ghozali, 2014). According to Table 3, the reliability for all the variables under study were already over 0.70. These findings show high reliability for all the factors examined (Ghozali, 2014).

Table 3. Reliability Test

Variables	Cronbach's Alpha	Composite Reliability
WP	0.936	0.950
OC	0.858	0.914
WM	0.845	0.891
SL	0.885	0.911

Inner Model Evaluation

The predictive relevance model (Q^2), which assesses how well the model generates the observed values, is used to evaluate the structural model. The coefficient of determination for all dependent variables forms the basis of Q^2 . The closer the value is to 1, the more accurate the model is (Hair, Ringle, & Sarstedt, 2011).

The results calculation of Q^2 , the value is 0.901 and is close to the value 1 (Table 4). Therefore, these findings can show that the structural model fits the data. The analysis's findings indicate that the model can account for 90.1% of the data, while the remaining 9.9% is explained by errors or other variables not properly considered by the model.

Table 4. Predictive Relevance Model Analysis

Variables	R^2
WP	0.816
OC	0.463
Calculation: $Q^2 = (1 - [(1 - 0.816) (1 - 0.463)]) = 0.901$	

This study will investigate five direct effect hypotheses (Table 5). Criteria for accepting the hypothesis, if the $T_{\text{statistic}}$ value is more than 1.96. The test results of H1 show the $T_{\text{statistic}} = 1.994$ (above 1.96). Therefore, it shows that the role of the self-leadership can increase employee commitment in the organization. In testing H2, work motivation is proven to determine the increase in employee commitment in the organization. This result shows a statistical value of 2.537 (above 1.96).

Furthermore, servant leadership cannot determine the increase in work performance because the statistical value obtained is 1.744 (below 1.96). This result indicates that H3 is rejected. Meanwhile, the results of the H4 test show that work motivation can increase work performance with a statistical value of 2.537 (above 1.96). Additionally, the H5 test results demonstrate that it is acceptable because the statistical value is greater than 1.96. (5.776). Thus it can be stated that the more committed employees in the organization can improve work performance.

Table 5. Testing The Direct Effect Hypothesis

Effects	Original Sample	Sample Mean	Standard Deviation	T-Statistic	Remark
SL → OC	0.327	0.324	0.164	1.994	H ₁ accepted
WM → OC	0.425	0.442	0.168	2.537	H ₂ accepted
SL → WP	-0.171	-0.170	0.098	1.744	H ₃ rejected
WM → WP	0.425	0.442	0.168	2.537	H ₄ accepted
OC → WP	0.546	0.536	0.094	5.776	H ₅ accepted

In the mediation examination, they were using instructions from Hair, Ringle, & Sarstedt (2011) to ascertain whether the mediating variable's intervention is proven to be fully mediated, partially mediated, or not as a mediating variable. The findings of the mediation examination's analysis are presented in Table 6, organizational commitment

is not able to amplify the impact of servant leadership on work performance. This finding suggests that there is still very little variance in organizational commitment as a mediator of the indirect impact of servant leadership on work performance (not meditating).

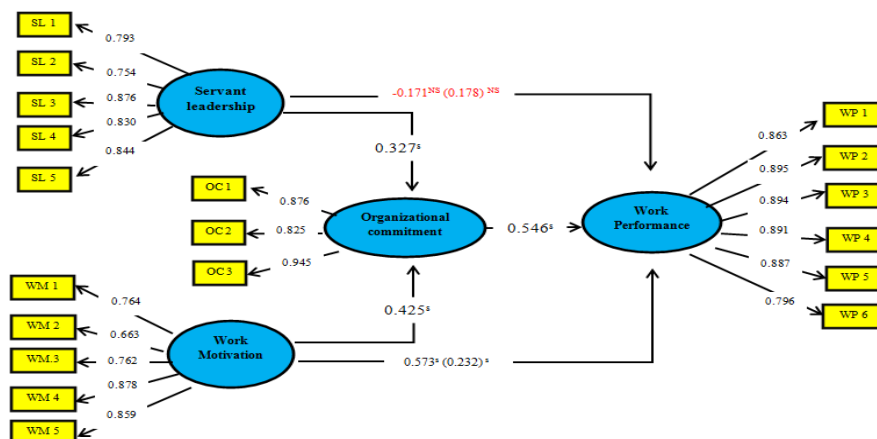
Table 6. Results of Examination of Mediation Variables

Effects	Effect Coefficient				Remark
	A	B	C	D	
SL → OC → WP	-0.171 ^{NS}	0.025 ^{NS}	0.327 ^S	0.546 ^S	No Mediation
WM → OC → WP	0.573 ^S	0.796 ^S	0.425 ^S	0.546 ^S	Partial Mediation

Noted: S = Significant ($T_{\text{statistic}} > 1.96$); NS = Not Significant ($T_{\text{statistic}} < 1.96$)

In other information from Table 6, work motivation's indirect impact on work performance could be mediated by organizational commitment. These results suggest that increasing organizational commitment based on employee work motivation will be capable of improving their performance. Mediation of organizational commitment is partial, thus providing the findings of organizational commitment is not the key mediation on the indirect influence of work motivation on performance. This is due to the fact that work motivation also has a direct impact on work performance.

Figure 2. Full Model Smart-PLS Result (Bootstrapping)



DISCUSSION

Servant leadership has been shown to determine increased organizational commitment. These findings indicate that servant leadership implementation at PT. Telkom Access Denpasar can boost employee commitment to the company. Prioritizing the leadership's vision, shown in recognizing employees' work and showing appreciation, is how better servant leadership is implemented. This may result in greater employee commitment to the firm. The results of this study are following what was stated by Focht and Ponton (2015) and Yukl (2013) that the application of servant leadership and driven by efforts to direct other individuals to organizational goals is a measure of increasing employee commitment. In addition, the findings of this study are supported by empirical evidence of Khan, Ghayas, & Kashif (2020); Jang and Kandampully (2018), Setyaningrum (2017); Piong (2016); and Joo, Byun, Jang, and Lee (2018), and confirm the reject the findings by Syahrani (2019).

Increased organizational commitment is proven to be determined by employees' work motivation. The findings of the investigation indicate that employees' commit PT. Telkom

Access Denpasar will grow as a result of increased work motivation. Employee motivation is greatly influenced by the demand for appreciation, represented in the respect superiors show for subordinates' work product. Employee commitment to the organization may increase under these circumstances (Melati, Moeins, & Tukiran, 2021). This connection develops as employees become more driven to work, which can foster loyalty and boost staff morale. The results of this study are in line with the empirical findings of Al-Madi, Assal, Shrafat, & Zeglat (2017); Manalo, Castro, & Uy (2020); and Salleh, Zahari, Said, and Ali (2016), and confirm to reject the findings of Rantesalu, Mus, and Arifin (2017) and Srikaningsih, and Setyadi (2015).

Servant leadership is proven not to affect work performance. The findings show that the implementation of servant leadership has no discernible influence on the achievement of employees' work at PT. Telkom Access Denpasar. This study is pertinent to the current circumstances at PT. Telkom Access Denpasar because of the frequent movement of responsibilities between units of employees and superiors and the paucity of effective leadership and employee communication. The application of servant leadership is not ideal, in part because of the lack of social attitudes among leaders toward their staff. The implementation of servant leadership should prioritize the vision which is reflected in respecting the work of subordinates and giving appreciation to employees, to ensure the achievement of employee work results. Following Rachmawati and Lantu (2014) that leadership that is not able to serve optimally will not be able to change the behavior of its followers to become independent and complete in carrying out their work, so their performance may decrease. Thus, the results of this study are following the empirical study of Lor and Zubair (2017), and confirm to reject the findings of Mohamud et al. (2017); Muhtasom et al. (2017); Saleem et al. (2020); and Hasanah and Siti (2020) who found that servant leadership had a positive and significant effect on work performance.

On the other hand, the results of this study also found that servant leadership does not indirectly affect work performance via organizational commitment. However, there is a significant effect of servant leadership on organizational commitment and the effect of organizational commitment on work performance. These results indicate a pseudo-mediation of organizational commitment on the indirect effect of servant leadership on work performance. This means, the application of servant leadership at PT. Telkom Access Denpasar has not been able to provide a real impact on strengthening employee commitment in the organization, so they are unable to determine the achievements of their work.

Work motivation can ensure an increase in work performance. These results mean that an increase in work motivation will be able to provide energy to produce work performance at PT. Telkom better access to Denpasar. Employee work motivation can be increased by prioritizing giving awards to employees who excel. The results of this study are from empirical studies by Layuk and Gunawan (2019); Mohamud et al. (2017); Andriani et al. (2018); and Ratna et al. (2016), and confirm to reject the findings of Changriawan (2017) and Wuryani et al. (2017).

In other results, organizational commitment can mediate the indirect effect of work motivation on work performance. The meaning obtained from these results is that the more motivated employees are at work, the more employees' commitment to the organization will increase, ultimately improving work performance. However, these results indicate that organizational commitment is not a key mediator of the indirect effect of work motivation on work performance, because work motivation also has a direct significant impact on work performance.

The results of testing the hypothesis provide evidence that organizational commitment can determine the performance of employees at PT. Telkom Access Denpasar. These

results give meaning to the increasing commitment of employees to the organization, and the employees can produce better performance. Thus, organizational commitment is a work attitude in the form of desire, willingness, dedication, loyalty, strong trust, and showing a desire to remain a member of the organization by accepting the values and goals of the organization and working following organizational goals to improve work performance. High employee commitment will provide high performance. The results of this study are under empirical findings such as those: of Setyaningrum et al. (2020); Giri et al. (2016); and Abdirahman et al. (2018), and invalidate the results of the study of Putrana et al. (2016) and Azizah et al. (2019).

CONCLUSION

Based on the results of the analysis and discussion conducted, it can be concluded that servant leadership and work motivation have a effect on organizational commitment at PT. Telkom Access Denpasar. In addition, it was found that servant leadership did not directly affect work performance, and indirectly through mediating organizational commitment. Next, work motivation has a positive and significant effect on work performance, either directly or indirectly through the mediation of organizational commitment. However, the mediation of organizational commitment is partial to the indirect effect of work motivation on work performance. In other words, organizational commitment is not a key mediator of the indirect effect of work motivation on work performance, because work motivation also has a direct significant impact on work performance. Meanwhile, this study also found organizational commitment has a positive and significant effect on work performance at PT. Telkom Access Denpasar.

Some suggestions can be conveyed from the results of this study to the management of PT. Telkom Access Denpasar that efforts to improve work performance should pay more attention to motivating employees because it can strengthen employee commitment in the organization, and have a major impact on employee work achievements. Management of PT. Telkom Access Denpasar should motivate employees who prioritize the need for appreciation, by way of recognition of work performance, and trust from superiors to employees in carrying out their work. Meanwhile, strengthening employee commitment to the organization is prioritized on the normative commitment which is reflected in loyalty to the company and making the company proud of others.

Meanwhile, the implementation of servant leadership is expected to prioritize strengthening the vision by appreciating the work of subordinates and giving awards to employees. In optimizing work performance, the management of PT. Telkom Access Denpasar should prioritize employee work performance on work quality, and be accompanied by achievements on work timeliness, work effectiveness, work quantity, work independence, and work loyalty.

Future researchers can expand on this study by looking at related aspects or factors that may affect work performance in addition to increasing the sample size. Further researchers are also anticipated to be able to broaden the research's orientation in various organizational settings, including the private sector, the government, and other organizational units. When additional investigation was conducted at PT. Telkom Access Denpasar, considering that servant leadership has no discernible impact on work performance, it is advised to look at other factors that may have an impact.

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DECLARATION OF CONFLICTING INTERESTS

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