

# Dynamic capability of servant leadership as a triggering factor for organizational commitment and employee performance

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## ARTICLE INFO

### Article history:

Received Sept 17, 2023

Revised Sept 24, 2023

Accepted Sept 27, 2023

### Keywords:

Employee Performance;  
Organizational Commitment;  
Servant Leadership.

## ABSTRACT

Among effective management systems, the importance of human resources is increasing. Employee performance is an essential factor that influences success. In an organization, it is one of the most critical functions of an agency. This research aims to determine the variables that affect employee performance and develop a theoretical basis and research model. This research used an associative descriptive quantitative method with a population of 244 respondents, employees of the Public Works and Spatial Planning Department, and a sample of 150 respondents who were employees of the Public Works and Spatial Planning Department with probability sampling using the proportional stratified random sampling method. One hundred fifty questionnaire data have been obtained and processed. The results of this research show that the first hypothesis is that employee performance is significantly influenced by servant leadership, the second hypothesis is that organizational commitment is influenced considerably by servant leadership, the third hypothesis is that employee performance is influenced substantially by organizational commitment, the fourth hypothesis is that organizational commitment can mediate the influence of servant leadership on employee performance. It is hoped that this research can provide a theoretical contribution to the literature in this context, of course, in the context of human resource management.

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## 1. INTRODUCTION

Government agencies occupy the most critical position in maximizing services from the governed to the people. For the routine work of administration and development of government agencies to run smoothly, of course, all agencies involved must be able to carry out their duties following legal provisions and decisions for each official (Gunawan et al., 2022; Puspita & Warsindah, 2021). Human resources or employees are assets, one of the reasons for significant strength in the industry, and are often said to be the spearhead for achieving industrial goals; therefore, the sector needs human resources or individuals who are high-performing so that they can achieve the industrial goals that have been set (Haryadi et al., 2022; Tania et al., 2021). The quality of employees is an essential part of the organization's competitive advantage. Agencies have qualified workers so that the organization can develop, fulfill its ability to activities on productivity, is for its customers, and significantly ensure customer satisfaction (Amin et al., 2023; Riyanto et al., 2022; Setyowati et al., 2023).

Performance is a reflection of the income level of the application of an activity program or policy in creating targets, vision goals, and objectives as outlined through necessary programming in a company (Isabel et al., 2021; Purnamasari et al., 2023; Yumhi et al., 2023). That way, each employee needs to know precisely what their key responsibilities are, what kind of capabilities they are required to achieve, and correctly measure their success markers (Haryadi, 2022; Haryadi & Wahyudi, 2020).

One aspect of improving employee performance is servant leadership. Supposedly, the leader can appeal to his subordinate employees so that they can serve better and have an impact on improving the performance of employees. 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 (Zhou, Gul, & Tufail, 2022). It should be noted that human resources have a vital role in improving all performance aspects. All employees and leaders should have attitudes and behaviors based on exemplary, discipline, high dedication, honesty, authority, and justice. Improving the quality of human resources needs to be improved to create an excellent service and protect and improve the community's welfare (Giolito et al., 2021; Lemoine & Blum, 2021; Ozturk et al., 2021).

In addition to leadership that serves, organizational commitment is essential; without high fidelity, the organization does not run optimally. Organizational commitment is conceptualized as the power of personal recognition with and participation in particular institutions. 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 studies found a positive effect of organizational commitment on employee knowledge-sharing (Gunawan et al., 2022; Putri et al., 2023; Ryu & Moon, 2019). Committed employees are the intertwined parts of an individual's view of his career within the institution. Committed employees are significant because organizations need committed employees, large organizations, so that agencies can survive and improve the services they produce (Haryadi, 2022; Rahmatullah et al., 2022).

The Banten Provincial Public Works and Spatial Planning Office is a work unit of the Banten Provincial Government formed based on Banten Governor Regulation No. 83 of 2016, which is a Banten Provincial SKPD tasked with organizing development in the field of roads, construction services, water resources and spatial planning, where one of the obligations and duties of Banten Province Public Works and Spatial Planning is in the form of activities that support programs and targets, one program can be aimed at achieving more than one target, and vice versa, one target can be achieved by more than one program. Infrastructure development in Public Works and Spatial Planning is an integral part of the overall development process in Banten Province, which is directed at realizing the ideals of the prosperous Banten people based on faith and piety. The implementation of development in Banten Province by the Regional Government cannot be realized without being supported by resources that have the capacity and capability in their respective fields of duty, transparent, professional, and accountable. To maintain good results, of course, high performance is required. Currently, the problem experienced is that the performance in the implementation of the Public Works and Spatial Planning Office in the field of bina marga has not gone as well as expected by the institution's management; one of the obstacles experienced is in the operational area or its human resources. In everyday life in society, organizational life cannot be separated, and culture is, of course, forever living in groups of people; in the world of work and social life, everyone can be encouraged to relate to each other in their environment, considering that the human potential that can be developed is the talent that manages or manages different possibilities, employee performance needs to be improved, this is very important to achieve good employee or employee performance, several factors need to be pursued and supported by the staff team to work well.

From formulating the problem, the authors develop research objectives, among others, in this study to test and analyze the factors that can improve employee performance. In this case, the authors will push the variables of servant leadership, organizational commitment, and employee performance to find out whether they positively affect employee performance and whether organizational commitment can mediate improved employee performance. In this context, the author hopes that this research is expected to make a theoretical contribution to the human resource management literature.

## 2. RESEARCH METHOD

In this research, the method used by the author is descriptive quantitative research with a causal approach. The causal process is an analysis that will seek an overview of the relationship, influence, impact, and causal effects of various concepts or factors or, in some cases, designed in management science (Ferdinand. A., 2014). The population in this study was 244 employees of the Banten Province Public Works and Spatial Planning Office. The sample in this study were employees of the Banten Provincial Public Works and Spatial Planning Office, totaling 150 respondents, with a sampling technique of 15, the number of indicators multiplied by 10 (Kock, 2018; Nitzl et al., 2016). The sampling technique used was probability sampling with the proportional stratified random sampling method, meaning that random sampling was carried out by the author taken as a sample. The data collection technique used in this study used a questionnaire with a scale of 1 - 10 using the agree-disagree scale method. Based on the research sample, 150 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 (Chin et al., 2020; Ghozali. I & Latan. H, 2015; Sarstedt et al., 2020). To find the direct and indirect effects between variables using the bootstrapping test by looking at the immediate impact. 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 organizational commitment on employee performance, h3: there is a substantial effect of servant leadership on organizational commitment, h4: there is a considerable effect of servant leadership on employee performance through organizational commitment.

## 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 mcalculated using indicators: compassion, vision, empowerment, trust, and humility (Aboramadan et al., 2022; Adhisti et al., 2022; Giolito, Lid, et al., 2021). 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 five indicators: 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.

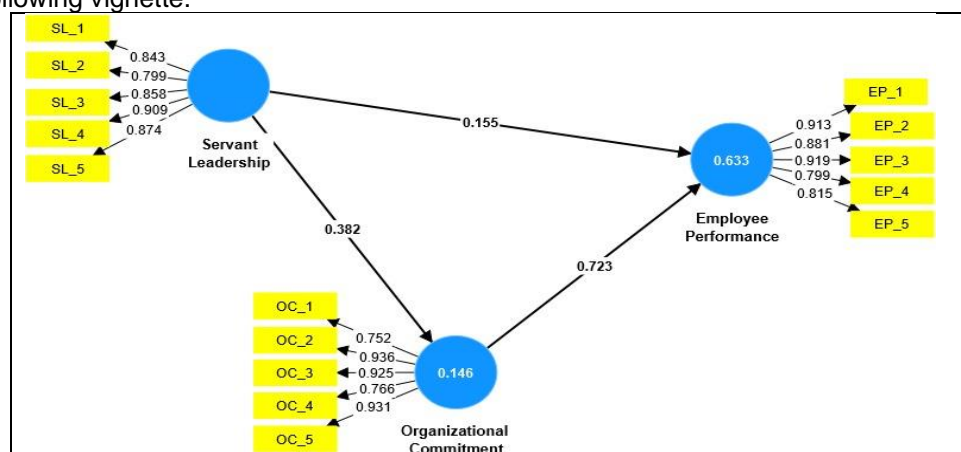


Figure 1. Outer Model Research

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 external 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	Cross Loadings			Cronbach Alpha	Composite Reliability	AVE	R-square
	EP	OC	SL				
Employee Performance				0,917	0,938	0,752	0.633
EP_1	0,913	0,752	0,359				
EP_2	0,881	0,623	0,386				
EP_3	0,919	0,698	0,345				
EP_4	0,799	0,745	0,369				
EP_5	0,815	0,532	0,425				
Organizational Commitment				0,914	0,937	0,750	0.146
OC_1	0,696	0,752	0,349				
OC_2	0,672	0,936	0,329				
OC_3	0,677	0,925	0,343				
OC_4	0,656	0,766	0,303				
OC_5	0,671	0,931	0,322				
Servant Leadership				0,910	0,933	0,735	
SL_1	0,359	0,276	0,843				
SL_2	0,297	0,258	0,799				
SL_3	0,454	0,376	0,858				
SL_4	0,344	0,350	0,909				
SL_5	0,368	0,354	0,874				

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 to perform construct reliability & validity. 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	0,155	2,526	0,012	Accepted
SL → OC	0,382	3,692	0,000	Accepted
OC → EP	0,723	15,147	0,000	Accepted
SL → OC → EP	0,277	3,862	0,000	Accepted

Source: Results of research data processing 2023

Table 2 shows the results of the Bootstrapping test with SmartPLS version 4.0. Hypothesis One of the results of this research shows that servant leadership has a significant influence on employee performance. Based on the results of bootstrapping testing with SmartPLS 4.0, the impact of servant leadership on employee performance obtained a T statistical value of 2,526 > T table (1,960) and P values (0.012) < sig (0.05). Thus, it can be concluded that the first hypothesis is accepted, which states that servant leadership significantly influences employee performance. The more effective the servant leadership style, the more employee performance will increase. As Greenleaf explained, servant leadership comes from a person's natural desire to serve, prioritizing the interests of others above their claims. Leaders with a servant leadership style are involved in the formation and growth

of 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 other people and can encourage his subordinates to achieve their abilities to the maximum extent possible for the organization's benefit. In this case, of course, a leader unintentionally positively impacts the organization so that it becomes better sustainably. Work will run and be successful if a leader can help subordinates become individuals who are loyal, capable, and have integrity (Sitanggang, Gunanto, & Sudibjo, 2022).

The second hypothesis explains the second finding in this research. The results of this research show that servant leadership has a significant influence on organizational commitment. Based on the results of bootstrapping testing with SmartPLS 4.0, the effect of servant leadership on organizational commitment obtained a T statistical value of 3,692 > T table (1,960) and P values (0.000) < sig (0.05). Thus, it can be concluded that the second hypothesis is accepted, which states that servant leadership significantly influences organizational commitment. The more effective the servant leadership style, the more organizational commitment will increase. Servant leadership is a new leadership style passionate about providing service to others. This service is provided by synergizing with employees, after which a sense of togetherness is shared with other employees so they can work together to decide within an institution (Lemoine & Blum, 2021). Servant leadership is the attitude of a person who serves by focusing on followers, and the followers become an essential concern of the superior himself or the institution (Kadarusman & Bunyamin, 2021). A servant leadership structure is a virtue that describes good moral qualities in a person or moral strengths and can be a role model (Isabel *et al.*, 2021). A servant leader is a leader who positions himself as a servant, considers and puts the desires of others before his own, and makes intentional choices to serve others (Zia, Naveed, Bashir, & Iqbal, 2022). According to Larry Spears, the servant leadership plan has ten essential characteristics: empathy, persuasion, listening, healing, awareness, foresight, conceptualization, stewardship, commitment to people's growth, and community-building (Giolito et al., 2021).

The third finding in this research explains that organizational commitment has a positive and significant effect on employee performance. Based on the results of the bootstrapping test, the influence of organizational commitment on employee performance obtained a T statistical value of 15,147 > from the T table (1.960) and P values (0.000) < sig (0.05). Thus, it can be concluded that the third hypothesis is accepted, which states that organizational commitment significantly influences employee performance. The higher the organizational commitment an employee has, the higher the employee's performance. Commitment is essential in creating institutional solidity (Ricardianto, 2018:175). Organizational commitment can be interpreted as acting as a part of the employee's relationship to himself in his professional work in a specific organization or institution (Sutrisno, 2015:292). Organizational commitment is significant because agencies need employees who have substantial organizational commitment so that the agency can then survive and improve the services and products it produces (Kanwal & Shar, 2021). Organizational commitment can be interpreted as employee obedience to the agency and achieving goals using a prolonged method (Kurniasari *et al.*, 2018). According (Wibowo, 2016) explains his opinion that commitment is a feeling of identification and obedience of employees claimed by workers in an institution or agency. Opinion Ramli Dhistiraira (2018) stated organizational commitment can be observed as the extent to which individual employees adopt the values and goals of the agency/institution and recognize them in fulfilling their work responsibilities. Organizational commitment is an employee's action that considers employee loyalty always to maintain the expertise of the agency/institution and accept the values and goals of the agency/institution (Kristine, 2017). Meanwhile, performance is the work output obtained by employees in carrying out the workload that is their obligation based on seriousness, experience, skills, and time (Fazri, Saluy, Bari, & Kemalasari, 2022).

The fourth finding in this research is that organizational commitment can mediate the influence of servant leadership on employee performance. Based on the results of the bootstrapping test, the T statistical value was 3,862 > from the T table (1,960) and the P value (0.000) < sig (0.05). Thus, it can be concluded that the seventh hypothesis is accepted, which states that organizational commitment can mediate the influence of service leadership on employee performance. Organizational commitment is employees' emotional connection with their work, including value, effort, and retention. Previous studies have reported various predictors of organizational

commitment, including personal and corporate characteristics, work experience, role status, and leadership behavior (Saleem, Bhutta, Nauman, & Zahra, 2019). One of the main motives for organizational commitment is identification with the organization. Individuals who embrace their organization's goals and mission through identification are more likely to remain committed to their organization than individuals (Dwiparaniti, Salit, & Netra, 2021). Meanwhile, servant leadership is a new style of passion that makes people think about providing service to others. This service is provided by synergizing with employees, after which a sense of togetherness is shared with other employees so they can work together to make a difference within an institution (Lemoine & Blum, 2021). Servant leadership is the attitude of a person who serves by focusing on followers, and the followers become an essential concern of the superior himself or the institution (Kadariusman & Bunyamin, 2021). A servant leadership structure is a virtue that describes good moral qualities in a person or moral strengths and can be a role model (Isabel *et al.*, 2021). Meanwhile, performance is a work activity, and is produced from that work activity (Nguyen, Yandi, & Mahaputra, 2020). Work performance is an achievement related to the organization's primary target, a sense of satisfaction that impacts contributions from an economic perspective (Supriadi, Suharto, & Sodikin, 2018).

#### 4. CONCLUSION

From the results of the research and discussion, the author concludes, among others, that the first hypothesis is that employee performance is influenced by servant leadership, meaning that the more effective servant leadership is, the more employee performance will increase. Thus, the second hypothesis is that organizational commitment is influenced by servant leadership, meaning that the more effective servant leadership is, the more organizational commitment will increase. Then, the hypothesis is that employee performance is influenced by organizational commitment, meaning that the higher the organizational commitment, the higher the employee's performance. The fourth hypothesis is that organizational commitment can mediate the influence of servant leadership on employee performance, meaning that organizational commitment can mediate the increase in the influence of servant leadership on employee performance. The following is the author's suggestion, namely that employee performance based on respondents' responses is included in the high category, as shown from the results of the descriptive analysis frequency index, which shows that employees want to provide, carry out, carry out high performance, the lowest index value is in the cooperative attitude indicator, which should be further improved. To be able to improve this, employees should work together well within the agency, and it is necessary to maintain harmonious relations between employees so that the sense of togetherness of employees feels recognized so that a high level of commitment is embedded in the Banten Province Public Works and Spatial Planning Service. This research is expected to make a theoretical contribution to the literature in this context. It is hoped that future research needs to add research variables, such as training effectiveness, extrinsic motivation, communication in order to know what can improve employee performance at the Public Works and Spatial Planning Office of Banten Province.

#### ACKNOWLEDGEMENTS

The authors would like to express their deepest gratitude for the cooperation and dedication of the entire team. International Journal of Applied Finance and Business Studies has reviewed the article and published the paper the author compiled. In addition, the authors would also like to thank all the bestary partners who have collaborated and supported the preparation of this article so that it can be successful and published in the International Journal of Applied Finance and Business Studies.

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