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The Influence of Servant Leadership on Employee Performance with Loyalty as a Moderating Variable

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Abstrak

Penelitian ini merupakan penelitian kuantitatif dengan pendekatan eksplanatori, yaitu penelitian yang menggunakan sejumlah penelitian terdahulu sebagai sumber utama. Penelitian sebelumnya yang paling mendasar yang menjadi tulang punggung penelitian ini adalah lima penelitian di atas. Data yang digunakan dalam penelitian ini merupakan data primer yang peneliti peroleh dari penyebaran kuesioner online kepada karyawan Adira Finance yang tersebar di seluruh Indonesia. Kuesioner yang peneliti sebar berisi 5 pernyataan yaitu sangat setuju, setuju, tidak setuju, setuju, sangat tidak setuju, dan normal/biasa saja serta berisi 16 item pertanyaan yang meliputi 6 item pertanyaan untuk variabel Servant Leadership, 6 variabel Employee Performance, dan 4 Variabel loyalitas. Hasil dalam penelitian ini menunjukkan bahwa kepemimpinan pelayan dapat mempunyai hubungan positif dan pengaruh signifikan terhadap kinerja karyawan karena nilai P-Values bernilai positif dan berada di bawah tingkat signifikansi 0,05 yaitu 0,022. Hal ini dikarenakan kepemimpinan yang melayani dapat membuat karyawan senang dalam bekerja, bersemangat dalam bekerja, mempunyai hubungan yang baik dengan atasan, dan pada akhirnya karyawan dapat menyelesaikan target perusahaan yang diberikan kepadanya dengan mudah dan pada akhirnya dapat meningkatkan kinerja karyawan. Hasil ini sejalan dengan sejumlah penelitian sebelumnya. Selain itu variabel Loyalitas juga dapat memperkuat pengaruh variabel kepemimpinan pelayan terhadap kinerja pegawai karena hal yang sama yaitu hasil P-Values yang mengarah ke positif dan berada di bawah taraf signifikansi 0,05 yaitu 0,000 lebih besar. signifikan dibandingkan pengujian langsung karena loyalitas dan meningkatkan semangat kerja, kebahagiaan, dan kunci hubungan baik antara karyawan dan atasan.

Kata Kunci: *Servant Leadership, Kinerja Pegawai, Loyalitas*

Abstract

This research is quantitative research with an explanatory approach, namely research that uses a number of previous studies as the main source. The most fundamental previous research that forms the backbone of this work is the five studies above. The data used in this research is primary data that researchers obtained from distributing online questionnaires to Adira Finance employees spread throughout Indonesia. The questionnaire that the researcher distributed contained 5 statements, namely strongly agree, agree, disagree, agree, strongly disagree, and normal/so-so and contained 16 question items including 6 question items for the Servant Leadership variable, 6 Employee Performance variables, and 4 Loyalty variables. The result in this research show that servant leadership can have a positive relationship and a significant influence on employee performance because the P-Values value is positive and is below the 0.05 significance level, namely 0.022. This is because servant leadership can make employees happy at work, enthusiastic about work, have good relationships with superiors, and in the end employees can complete the company targets given to them easily and ultimately can improve employee performance. These results are in line with a number of previous studies. Apart from that, the Loyalty variable can also strengthen the influence of the servant leadership variable on employee performance because of the same thing, namely the P-Values results which lead to positive and are below the 0.05 significance level, namely 0.000, which is more significant than direct testing because loyalty and increases morale, happiness, and the key to good relations between employees and superiors.

Keywords: *Servant Leadership, Employee Performance, Loyalty*

INTRODUCTION

Leadership is the quality of a person's personal ability to move subordinates to achieve organizational goals. A leader is someone who has the advantage of leadership. Meanwhile, leadership can be defined as the ability to encourage a number of people to work together in carrying out activities directed at the same goal. Servant leaders will listen to their subordinates and prioritize their success over their own success. Dennis, as quoted from k(Kartikarini, 2015) proposed a servant leadership measurement scale, namely the Servant Leadership Assessment Instrument (SLAI).

The indicators of servant leadership are compassion, empowerment, vision, humility and trust. Meanwhile, Greenleaf in (Mangkuprawira, 2007) mentions the characteristics of servant leadership which consist of aspects of listening, empathy, healing, awareness, persuasion, conceptualization, stewardship, foresight, commitment to growing and building society.

Stogdill in Yukl, (2009: 2) states that leadership is defined in relation to individual characteristics, behavior, influence on other people's interactions, role relationships, place

in an administrative position and other people's perceptions. Winardi in (Santoso et al., 2020) states that leadership is an ability inherent in someone who leads, depending on various factors, both internal and external. Sometimes leaders stand out on one issue but not on another.

The definition of leadership according to (Handoko, 2000) is a natural growth of people who come together for a purpose in a group. A few people in the group will lead, the lion's share will follow. Winardi in Mira (2012: 49) states that apart from interacting, leaders must be able to do the following: 1. Provide inspiration to subordinates. 2. carry out work and develop work. 3. Show subordinates how to carry out work. 4. accept responsibility. 5. resolve loss issues that arise in each part of the organization.

The definition of leadership above provides an understanding that leadership is a process that gives meaning which has elements of art, ability and intelligence, influences feelings and thoughts, from this process results in a willingness to carry out a desired effort, and directs the achievement of a common goal (Mangkunegara, 2006).

Contemporary leadership theory in (Irianti, 2017) consists of several approaches which can be explained as follows: 1. Psychodynamic leadership approach. According to Winkler (2010: 23) people get their initial experience with leadership from the day they are born. Parents function as the first leaders in the family. In this leadership style, past experience, upbringing and family factors play a dominant role in forming the leader's character. 2. Neo-Charismatic Leadership Winkler in his book focuses neocharismatic leadership into two types: charismatic leadership and transformational leadership. In charismatic leadership, leaders act, for example, as strong role models, articulating ideological goals that have strong moral overtones, or encouraging task-oriented followers with the help of the leader's power or appreciation.

Contemporary leadership theory in Winkler (2010) consists of several approaches which can be explained as follows: 1. Psychodynamic leadership approach. According to (P., 2010) people get their initial experience with leadership from the day they are born. Parents function as the first leaders in the family. In this leadership style, past experience, upbringing and family factors play a dominant role in forming the leader's character. 2. Neo-Charismatic Leadership Winkler in his book (Iverson & Dervan, 1 C.E.) focuses neocharismatic leadership into two types: charismatic leadership and transformational leadership. In charismatic leadership, leaders act, for example, as strong role models, articulating ideological goals that have strong moral overtones, or encouraging task-oriented followers with the help of the leader's power or appreciation.

What is meant by the type of leadership in this article is servant leadership. (Alhamda, 2006)state that there are five dimensions in the servant leadership style, namely altruistic calling, emotional healing, wisdom, persuasive mapping, and organizational stewardship. These five dimensions can be explained as follows: 1. Altruistic calling means putting other people's interests above one's own interests and working hard to meet the needs of subordinates. According to (Aswadi, 2016), altruistic calling means a leader's deep desire to make a positive difference in the lives of others. Another definition can also mean a consistent spirit to help. 2. Emotional Healing Green et al (2015: 81) state that emotional healing can mean a leader's commitment and skills in fostering spiritual recovery from difficulties or trauma. Leaders who have this dimension are usually very empathetic and are good listeners. 3. Wisdom (Sunarso, 2010)state that leaders who have the wisdom dimension are adept at understanding environmental conditions and understanding their implications. 4. Persuasive Mapping k(Erman & Fahroby, 2022)state that persuasive mapping describes the extent to which leaders have the skills to map problems and conceptualize the highest possibility of their occurrence and urge someone to do something when.

Researchers believe that a servant leadership style can improve employee performance. There are a number of previous studies (Sanjaya, 2019); (Erman & Fahroby, 2022); (FRIDAYANTI NUR CHASANAH, 2017); (Nur, 2019) & (Sapengga, 2016) which shows the direction of a positive relationship and significant influence on employee performance. Different from the five studies above, this research adds the Loyalty variable as a moderating variable.

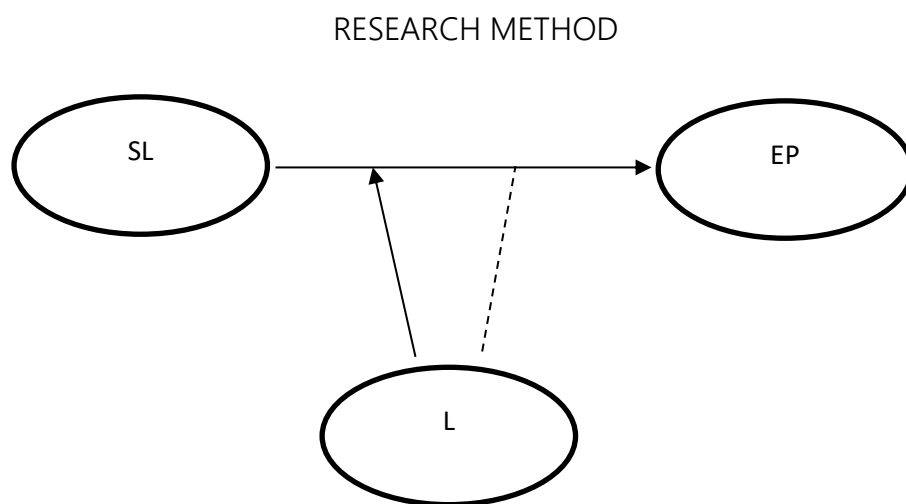


Figure 1 Model

Noted:

SL : Servant Leadership

EP : Employee Performance

L : Loyalty

Different from the five previous studies (Sanjaya, 2019); (Erman & Fahroby, 2022); (FRIDAYANTI NUR CHASANAH, 2017); (Nur, 2019) & (Sapengga, 2016), this research adds the Loyalty variable as a moderating variable. This research is quantitative research with an explanatory approach, namely research that uses a number of previous studies as the main source. The most fundamental previous research that forms the backbone of this work is the five studies above. The data used in this research is primary data that researchers obtained from distributing online questionnaires to Adira Finance employees spread throughout Indonesia (P., 2010). The questionnaire that the researcher distributed contained 5 statements, namely strongly agree, agree, disagree, agree, strongly disagree, and normal/so-so and contained 16 question items including 6 question items for the Servant Leadership variable, 6 Employee Performance variables, and 4 Loyalty variables with hypothesis below (Rahmi Andini Nasution, 2023).

Hypothesis:

H1: Servant Leadership can influence Employee Performance

H2: The Loyalty variable can moderate the influence of the Servant Leadership on Employee Performance.

RESULT AND DISCUSSION

Validity Test

Validity testing, reliability testing and path efficiency are 3 stages that must be passed sequentially when using the smart PLS 4.0 analysis tool. In line with the researcher's sentence in the research methodology section, this research consists of 16 question items which must be validated with the results below. (Gujarati, 2013):

Table 1 Validity Test

Variable	Question Item	Loading Factor
Servant Leadership (X1)	Servant leadership can make employees comfortable	0.816
	Servant leadership can make the relationship between employees and superiors stronger	0.822
	Servant leadership can make employees happy	0.839
	Servant leadership can make employees enthusiastic about work	0.827
	Servant leadership can help employees complete their work well	0.849
	Leadership that serves can improve employee performance	0.819
Employee Performance (Y)	Employee performance can be improved through the success of employees completing tasks	0.899
	Employee performance can be easily achieved if employees are happy at work	0.887
	Employee performance can be easily achieved if employees are enthusiastic about working	0.908
	Employee performance can be easily achieved if the relationship between employees and superiors is good	0.917
	Employee performance can be achieved if employees are loyal to the company and the company is loyal to employees	0.922
	Employee performance can be achieved from servant leadership	0.929
Loyalty (Z)	Employee loyalty can improve employee performance	0.987
	Company loyalty towards employees can improve company performance	0.889
	Leadership loyalty can shape the leader's character to be servant	0.986
	Employee loyalty can improve their own performance	0.967

Valid > 0.70

Realibility Test

The researcher's explanation in the validity test section is that the stage that must be passed after the validity test is the reliability test. If the validity test stage aims to validate the 16 question items obtained from the questionnaire, the reliability test stage aims to test

whether each variable used is reliable or not. The following are the results of the reliability test in this research (Sarstedt et al., 2014):

Table 2 Reliability Test

Variable	Composite Reliability	Cronbach Alfa	Noted
Servant Leadership	0.881	0.840	Reliable
Employee Performance	0.978	0.938	Reliable
Loyalty	0.989	0.947	Reliable

Reliable > 0.70

Path Coefisien

Based on the results of the validity and reliability tests presented by the researchers in the first and second tables, it shows that the 16 question items obtained from distributing the questionnaire have been validated and the variables used in this research have been tested for reliability. The results and validity and reliability tests show that each question item is valid and the three variables used are reliable. The next stage is the Path Coefficient with the results below (Ghozali, 2016):

Table 3 Path Coefisien

Direct Influence	Variable	P-Values	Noted
	SL-> EP	0.022	Accepted
Indirect Influence	L* SL-> EP	0.000	Accepted

Signifianct Level < 0.05

Based on the statistical results shown in the third table, the variable path coefficient for servant leadership can have a positive relationship and a significant influence on employee performance because the P-Values value is positive and is below the 0.05 significance level, namely 0.022. This is because servant leadership can make employees happy at work, enthusiastic about work, have good relationships with superiors, and in the end employees can complete the company targets given to them easily and ultimately can improve employee performance. These results are in line with a number of previous studies (Sanjaya, 2019); (Erman & Fahroby, 2022); (FRIDAYANTI NUR CHASANA, 2017); (Nur, 2019) & (Sapengga, 2016). Apart from that, the Loyalty variable can also strengthen the influence of the servant leadership variable on employee performance because of the same thing, namely the P-Values results which lead to positive and are below the 0.05 significance level, namely 0.000, which is more significant than direct testing because loyalty and increases morale, happiness, and the key to good relations between employees and superiors. Thus,

it can be concluded that the first and second hypotheses in this research can be accepted and proven.

CONCLUSION

Based on the statistical results shown in the third table, the variable path coefficient for servant leadership can have a positive relationship and a significant influence on employee performance because the P-Values value is positive and is below the 0.05 significance level, namely 0.022. This is because servant leadership can make employees happy at work, enthusiastic about work, have good relationships with superiors, and in the end employees can complete the company targets given to them easily and ultimately can improve employee performance. These results are in line with a number of previous studies (Sanjaya, 2019); (Erman & Fahroby, 2022); (FRIDAYANTI NUR CHASANA, 2017); (Nur, 2019) & (Sapengga, 2016). Apart from that, the Loyalty variable can also strengthen the influence of the servant leadership variable on employee performance because of the same thing, namely the P-Values results which lead to positive and are below the 0.05 significance level, namely 0.000, which is more significant than direct testing because loyalty and increases morale, happiness, and the key to good relations between employees and superiors. Thus, it can be concluded that the first and second hypotheses in this research can be accepted and proven.

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