

THE INFLUENCE OF SERVANT LEADERSHIP ON EMPLOYEE PERFORMANCE WITH PERCEPTIONS OF ORGANIZATIONAL SUPPORT AS MEDIATOR

Andreas Wijaya^{1*}, Vincent Colin², Richard Ng³

¹Faculty of social science and humanity, Bunda Mulia University, Jakarta
Email: andreaswijaya15@gmail.com

²Faculty of social science and humanity, Bunda Mulia University, Jakarta
Email: VincentColin@gmail.com

³Faculty of social science and humanity, Bunda Mulia University, Jakarta
Email: richardng432@gmail.com

*Penulis Korespondensi

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ABSTRAK

Kepemimpinan melayani merupakan salah satu topik yang luas dan menarik bagi kalangan peneliti dalam beberapa tahun terakhir. Hal ini disebabkan oleh pendekatan yang beragam dan luas yang diterapkannya dalam model kepemimpinannya, yang secara signifikan berbeda dengan filosofi kepemimpinan lainnya. Kepemimpinan pelayanan juga memainkan peran kunci dalam mempengaruhi hasil di tingkat individu dan tim, termasuk komitmen organisasi, perilaku kewarganegaraan organisasi, dan kinerja. Dengan memfokuskan pada pelayanan kepada orang lain, paradigma kepemimpinan telah berubah secara dramatis, beralih dari sekadar memimpin untuk menyeimbangkan peran memimpin dan melayani secara bersamaan. Penelitian ini bertujuan untuk menguji dampak kepemimpinan pelayanan terhadap kinerja karyawan dengan melibatkan persepsi dukungan organisasi sebagai mediator. Selain itu, penelitian ini juga bertujuan untuk mengeksplorasi hasil variabel persepsi dukungan organisasi terhadap kinerja karyawan, khususnya dalam konteks pekerja di sektor jasa. Metode penelitian yang digunakan adalah pendekatan kuantitatif dengan menggunakan skala Likert untuk pengumpulan data. Partisipan diminta memberikan tanggapan mereka menggunakan skala Likert, yang kemudian dianalisis menggunakan metode SMARTPLS. Hasil penelitian menunjukkan bahwa kepemimpinan pelayanan memiliki pengaruh positif terhadap persepsi dukungan organisasi dan kinerja karyawan. Dengan demikian, perasaan karyawan terhadap dukungan organisasi dapat membimbing mereka melewati batas kinerja yang diharapkan. Selain itu, dukungan organisasi yang dirasakan juga memiliki dampak signifikan terhadap kinerja karyawan, menekankan perlunya peningkatan dukungan organisasi untuk mengintegrasikan karyawan ke dalam tim dan meningkatkan kinerja mereka. Penelitian ini juga menyoroti pentingnya pemimpin untuk terus menekankan peran mereka dalam melayani bawahannya, dengan tujuan mempertahankan persepsi dukungan organisasi dan mencapai kinerja maksimal dalam organisasi.

Kata Kunci: Kepemimpinan Melayani, Persepsi Dukungan Organisasi, Kinerja, Sektor Jasa

ABSTRACT

Servant leadership appears to be the most promising and most widely investigated over the past few years, primarily due to the diverse and wide-ranging approach it adopts compared to other philosophies, as well as its important role in influencing individual and team-level outcomes, such as organizational commitment, behavior, organizational citizenship, and job performance. This focus on serving others dramatically shifts the center of leadership studies from simply leading to balancing the paradox of leading and serving at the same time. This research aims to examine the influence of servant leadership on employee performance which is mediated by perceptions of organizational support, as well as testing the research results of the variable perception of organizational support on employee performance where there is still a gap between studies using a sample of employees who work in the service sector. The research methodology for this study employs a quantitative approach, specifically utilizing a Likert scale to gather data. The Likert scale, ranging from 1 to 5, will be employed in a structured questionnaire to measure participants' responses. Total 96 respondent were collected With purposive sampling method and being analyzed in SMARTPLS. As a result, Servant leadership had effect on perceived organizational support and employee performance respectively. From this point, employee feel have a direction and have support to exceeded their performance Secondly, the variable of perceived organizational support had significance effect to employee performance, As consequences perceived organizational support need to be soared to engage employee being part of team and performances. Developing employees not only enhances individual

performance but also enhances the overall leadership capability within the organization. Another point from this research is the leader need to keep emphasize their role to serve their subordinate in order to maintain their perception organizational support and reach maximum performance.

Keywords: *Servant Leadership, Perceptions of Organizational Support, Performance, Service Sector*

1. INTRODUCTION

In recent years, servant leadership has garnered significant attention and extensive exploration. This is largely attributed to its diverse and expansive approach, setting it apart from other leadership philosophies. Additionally, its crucial role in shaping outcomes at both individual and team levels, including organizational commitment, organizational behavior, and job satisfaction, further contributes to its prominence. The study of this theory is regarded as an ethical leadership philosophy with a focus on addressing ethical concerns (Carter & Baghurst, 2014; Yulita & Amar, 2022). As a growing field of research, servant leadership links leadership to ethics, virtue, and morality (Lanctot & Irving, 2010; Parris & Peachey, 2013). This has attracted research interest, especially in the field of leadership, such as research from (Pardede & Herlina, 2017) has extensively examined organizations in recent decades, placing particular emphasis on the role of leaders as servants who prioritize the needs of others to foster positive organizational outcomes. (Lapointe & Vandenberghe, 2018; Liu, 2019; Newman et al., 2017).

This emphasis on serving others marks a substantial shift in the focal point of leadership studies, transitioning from mere guidance to effectively managing the paradox of leading and serving concurrently. While servant leaders can yield exceptional results, research on servant leadership has undergone three distinct phases: the initial phase concentrates on its conceptual evolution, the second phase delves into measurement techniques and tests associations with fundamental outcomes through cross-sectional research, and the third phase seeks to comprehend the antecedents, mediation mechanisms, and boundary conditions of servant leadership.

The most recent phase, known as the "model development phase," has witnessed a surge in studies over the past two decades. A noteworthy contribution in offering a comprehensive theoretical framework has been made recently (Eva et al., 2019). This framework provides a distinct conceptual differentiation of servant leadership when juxtaposed with alternative approaches. It assesses and ranks Likert scales of the constructs established thus, shedding light on antecedents, outcomes, mechanisms, and moderation. Since 2001, there has been a shift towards acknowledging the moral traits of leaders as not only crucial for societal well-being but also imperative for the sustained prosperity of organizations. (Freeman et al., 2004; Gulati, R., Nohria, N., & Wohlgezogen, 2010; Padilla, A., Hogan, R., & Kaiser, 2007), represent a significant shift in research focus, signifying a notable transformation. As a result, moral leadership theories, including but not limited to transformational, ethical, and servant leadership, have recently garnered substantial attention within the academic community.

In the view of (Russell & Gregory Stone, 2002), (van Dierendonck, 2011), and (Parris & Peachey, 2013), As indicated, servant leaders aspire to operate at a elevated level, and their principal drive in leadership lies in their commitment to serving their followers. Both facets of servant leadership, namely "serving" and "leading," hold significance for the success of an organization. (Ragnarsson et al., 2018; Wijaya et al., 2023). (EHRHART, 2004) was the pioneers in conducting empirical research on servant leadership. Through a cross-sectional study within a retail department, the findings indicated that servant leadership is empirically different from leader-member exchange and transformational leadership styles. Moreover, there was evidence suggesting that servant leadership contributes to creating a fair workplace environment and

nurtures a performance-oriented atmosphere that positively impacts the organization. In contrast to several leadership styles, servant leadership shares certain characteristics with transformational leadership (Jorge Correia de Sousa & van Dierendonck, 2014) albeit with significant distinctions. Transformational leaders exhibit high competence, present a distinct and appealing agenda, and motivate followers to actively pursue that agenda. (Hackman, 2002).

However, unlike a transformational leader who focuses on the goals of the organization, a servant leader focuses on his or her followers, with servant leadership, employees feel organizational support so that the perception of organizational support is an important indication, as in research from (Shore et al., 2006) who explained that the perception of organizational support is also an important highlight to provide maximum performance results from each employee. Previous research from (Yuan & Li, 2022) found that perceptions of organizational support are really needed by employees because every employee becomes enthusiastic and can perform optimally, however this is actually different from the results of research from (Ratnasari, 2023) which found that perceptions of organizational support had no influence on employee performance in the service sector.

Our Contribution

This research aims to examine the influence of servant leadership on employee performance which is mediated by perceptions of organizational support, as well as testing the research results of the variable perception of organizational support on employee performance where there is still a gap between studies using a sample of employees who work in the service sector.

LITERATURE REVIEW

Employee Performance

Employee performance is important because employee performance is the target of all companies because companies that grow and develop well are companies that can manage and maximize employee performance. And to manage performance, companies must understand what employee performance is and also how to manage it. (Rego et al., 2016) Describe that employee performance is an outcome of performance that can be accomplished by an individual or a collective group within an organization, encompassing both qualitative and quantitative aspects. Any endeavors undertaken to enhance the business of a company or organization constitute a manifestation of performance. The contribution of employees holds paramount importance in determining the success or failure of the company. The discussion from (Adams & Muthiah, 2020) also States that in this scenario, it is imperative for companies to oversee the performance of every employee, evaluating whether they have fulfilled their responsibilities and duties in alignment with expectations. This evaluation of performance holds significant importance in deciding whether the company will maintain collaboration with an employee with commendable performance or, contrarily, terminate the employment association if the employee fails to meet expectations. The degree of employee performance tends to be elevated among individuals displaying strong commitment, as those highly committed to the company typically exhibit excellent attendance records.

Servant leadership

Servant leadership is leadership where a leader goes beyond his own interests to serve the needs of others, help others grow, and provide opportunities for others to gain material and emotional benefits (Daft & Lane, 2015). Servant leadership is a leader that is really needed in an organization, because with a servant leader, employee welfare can be maintained. Servant leadership is a leader who instills a commitment to voluntary participation and is responsible for helping others in developing themselves and guiding and directing them (Sadana, 2020).

Perceived Organization Support is defined as employees' perceptions of the extent to which their contributions to the organization are valued, which implies that their welfare can be given full consideration (Maan et al., 2020). Apart from having a leader who can serve employees, support from the organization is also needed, because the support from the organization that is felt by employees can make employees feel safe and comfortable at work because there is a leader who can provide services to employees and the organization can also appreciate employee contributions to work. This is in line with the results of research conducted by Shetty (Shetty et al., 2021) that There is a positive relationship between servant leadership and perceptions of organizational support. When servant leadership conveys perceptions of organizational support, it results in highly beneficial levels of synergy, teamwork, and extra-role behavior among employees that can make the organization more effective. Furthermore, specialists say that when servant leadership and perceived organizational support can be implemented it can build additional levels of collaboration, cooperation and work practices among employees thereby making relationships between employees even more engaging.

Perceived organizational support

Perceived organizational support is employees' global beliefs about how much the organization values their dedication and cares about their well-being (Giao et al., 2020). Perceived organizational support is rooted in social exchange theory and argues that, when members' satisfaction with the organization or their leaders is met then they also have the intention to help the organization by focusing on the task through demonstration of their own abilities, they not only improve performance but also reduce turnover intentions. to other organizations This style of leadership, featuring a leader who functions as a collaborator and engages with individual employees on a horizontal level, aims to fulfill their requirements. It encourages the cultivation of motivation and performance while mitigating stress levels among employees. (Bonaiuto et al., 2022). Perception of organizational support is a global belief formed by each employee based on their evaluation of company policies and procedures, receipt of resources, interactions with organizational representatives, and recognition of the organization's interest in employee welfare.

Relationship Between Variables

Servant leadership and perceptions of organizational support Servant leadership is a leader that is really needed in an organization, because with a servant leader, employee welfare can be maintained. Servant leadership is a leader who instills a commitment to voluntary participation and is responsible for helping others in developing themselves and guiding and directing them (Sadana, 2020). Perceived Organization Support is defined as employees' perceptions of the extent to which their contributions to the organization are valued, which implies that their welfare can be given full consideration (Maan et al., 2020). Apart from having a leader who can serve employees, support from the organization is also needed, because the support from the organization that is felt by employees can make employees feel safe and comfortable at work because there is a leader who can provide services to employees and the organization can also appreciate employee contributions to work. . This is in line with the results of research conducted by (Shetty et al., 2021) that there is a positive relationship between servant leadership and perceptions of organizational support. When servant leadership is expressed in perceived organizational support, it results in highly beneficial levels of synergy, teamwork, and extra-role behavior among employees that can make the organization more effective. Furthermore, specialists say that when servant leadership and perceived organizational support can be implemented it can build additional levels of collaboration, cooperation and work practices among employees thereby making relationships between employees even more engaging.

H1: Servant leadership affects positively perceived organizational support

The relationship between the variable perception of organizational support and employee performance

In the research of (Du et al., 2018) the perception of organizational support for employee performance can be at the peak if employees feel they have high levels of organizational support, further from research conducted by (Putra et al., 2019) which also found that perceptions of organizational support have an influence

H2: perceived organizational support affects positively Employee performance

The relationship between servant leadership variables and employee performance

Servant leaders elevate the skills of employees by conveying organizational objectives and inspiring individuals to enhance their performance. Consequently, individuals channel their utmost effort, resulting in heightened performance. The cultivation of trust, hope, positive sentiments, and optimism by servant leaders among their followers contributes to improved follower performance and yields positive outcomes in the workplace.

H3: Servant leadership affects positively Employee performances

H4: Perceived organizational support can mediate servant leadership to employee performance

Based on the research relationship, hence the research model had been developed below:

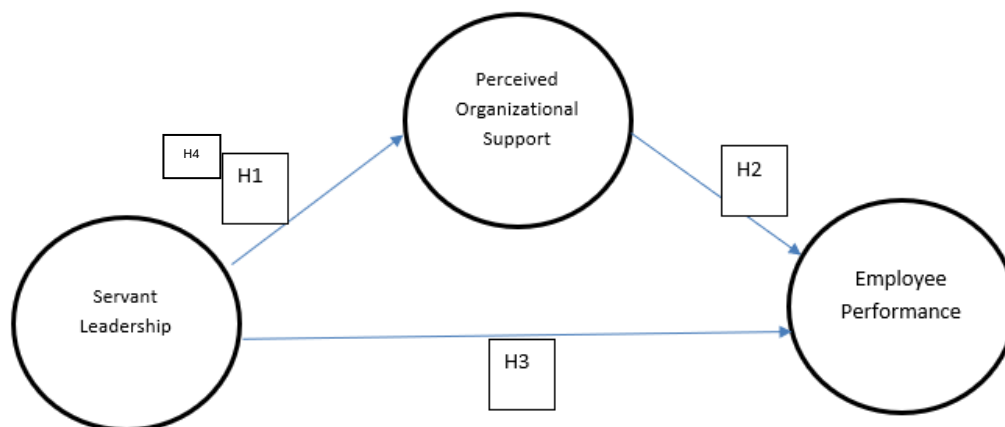


Figure 1 Research Model

2. RESEARCH METHOD

The research methodology for this study employs a quantitative approach, specifically utilizing a Likert scale to gather data. The Likert scale, ranging from 1 to 5, will be employed in a structured questionnaire to measure participants' responses. The study will focus on the purposive sampling method to select participants based on specific criteria, with a particular emphasis on individuals employed in the service sector. After the data is collected, analysis will be carried out using the SMART PLS method. As explained by (A. Wijaya, 2019), SMART PLS testing will involve inner loading and outer loading stages to evaluate each existing variable.

Servant leadership was measured from (Abbas et al., 2020; Faleh Alharbi & Muhammad Kundi, 2023; RI Storozhev, YV Baiun, 2023) with seven indicator, Perceived Organizational Support indicator was gathered from (M Sumardjo; YN Supriadi, 2023; Oamen & Omorenuwa, 2022; Purwaningrum et al., 2022) and total eight item indicator used to measure. Lastly, employee performance was measured from (Ruli & Kristanto, 2021; ZAPA-PÉREZ; Elkin R.; COGOLLO-FLÓREZ; Juan M., 2022), total four item indicator used to estimate the variable.

3. RESULTS AND DISCUSSION

Respondents Description

The presentation of respondent involved in this research, according to the gender of the participants was illustrated in Table 1 below.

Table 1. Gender Of Respondents

No	Gender	Quantity
1	Male	55 %
2	Female	45 %
Total		100 %

Derived from research data collected from 96 participants concerning gender, it can be inferred that the predominant gender among respondents is male, constituting 55%, while females account for 45%. This analysis is based on the total of 100% of the respondents, amounting to 96 participants.

Data of Respondent's Education Level

The depiction of participant frequency categorized by the educational level of the participants is presented in Table 2.

Table 2. Respondents Education Level

No	Level of education	Amount
1	Senior high school	39 %
2	Undergraduate	56 %
3	Postgraduate	5 %
Total		100 %

According to the information presented in Table 2, one can deduce that the predominant educational background among respondents is a bachelor's degree, constituting 56%, while high school education follows closely at 39%.

Data Analysis and Interpretation

In this study, SMART PLS was employed for data analysis, incorporating the specified research model.

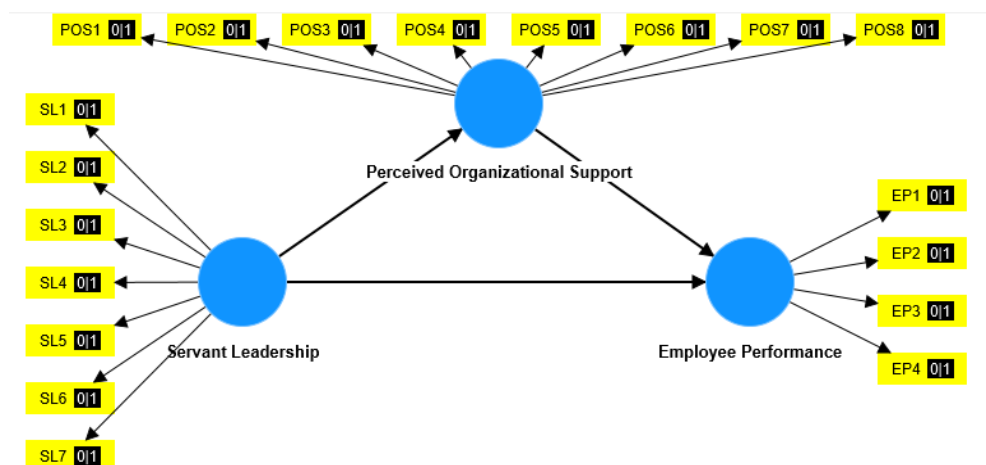


Figure 2. Research Model

In this research, examinations will be conducted on both the outer model and inner model to address the research findings.

- Outer Model Testing: During the outer model examination, several phases will be undertaken, including assessments for validity and reliability.
- Validity Testing: This involves the scrutiny of convergent validity.

Table 3. Convergent Validity Test

	Cronbach's alpha	Composite reability	Average Variance extracted (AVE)
Employee Performance	0,685	0,716	0,842
Perceived Organizational Support	0,733	0,784	0,806
Servant leadership	0,771	0,756	0,785

As per the convergent validity examination depicted in table 3, it indicates that the AVE (Average Variance Extracted) value satisfies the validity criteria, surpassing the threshold of 0.5.(A. Wijaya, 2019).

Table 4. Discriminant Validity Test

	Employee Performance	Perceived Organizational Support	Servant leadership
Employee Performance	0,744		
Perceived Organizational Support	0,614	0,674	
Servant leadership	0,716	0,732	0,793

Additionally, it can be inferred that the validity criteria have been fulfilled .(A. Wijaya, 2019)

- Reliability Assessment: The results of the reliability test, as illustrated in Figure 6, indicate that each variable surpasses the reliability criteria, registering values above 0.6.(A. Wijaya, 2019).

Table 5. Reability Test

	Cronbach's alpha	Composite reability	Average Variance extracted (AVE)
Employee Performance	0,685	0,716	0,842
Perceived Organizational Support	0,733	0,784	0,806
Servant leadership	0,771	0,756	0,785

Analysis of Inner Model

The inner model examination reveals the R-square value and conducts a significance test.

Table 6. R square Test

	R Square	R Square adjusted
Employee Performance	0,425	0,401
Perceived Organizational Support	0,372	0,343

Based on the results of the R-square test, it can be inferred that 11.% of the variation in individual-level affectivity is influenced by employee cohesiveness, while individual-level

motivation is influenced by 31.4%, leaving 60.6% unexplained. This implies the existence of other variables that impact employee cohesiveness.

Table 7. Sample Significance Test

	<i>T Statistics</i>	<i>P Values</i>
Perceived Organizational Support => Employee Performance	1,251	0,214
Servant leadership => Employee Performance	2,914	0,002
Servant leadership => Perceived Organizational Support	2,544	0,001

Thereby, based on the study results, the significance test values indicate the acceptance of all hypotheses. Firstly, the impact of Servant leadership on perceived organizational support and employee performance is evident, as reflected in the P-values being <0.05 respectively. The evidence suggests that when leaders adopt a servant leadership style, employees are more likely to perceive a strong level of organizational support. This may be attributed to the servant leaders' emphasis on empathy, support, and fostering a collaborative and caring work environment. The positive relationship between servant leadership and perceived organizational support implies that leadership practices focused on serving and supporting employees contribute to a workplace culture where individuals feel valued, understood, and supported in their roles. This, in turn, can have positive implications for employee engagement, satisfaction, and overall organizational performance. Consequently, Servant leadership has a positive influence on employee performance, providing them with direction and support to excel in their roles.

Servant leadership has a significant effect on employee performance is drawn from the study's findings. The evidence suggests that organizations adopting a servant leadership approach experience positive outcomes in terms of employee performance. Servant leaders, characterized by their focus on serving and supporting their team members, create an environment that fosters motivation, direction, and a sense of support among employees. This positive leadership style correlates with improved individual and overall employee performance. Employees under the guidance of servant leaders tend to feel a stronger sense of purpose, engagement, and commitment to their work. The servant leadership approach is associated with creating a conducive atmosphere for employees to excel, enhancing their abilities, and ultimately contributing to improved organizational performance.

The conclusion underscores the importance of servant leadership in positively influencing the performance of individual employees, which collectively contributes to organizational success. The variable of perceived organizational support demonstrates a significant effect, as evident from the P-value <0.005. As a result, there is a need to enhance perceived organizational support to foster employee engagement as integral team members and improve overall performance. It indicate that servant leadership has a significant effect on employee performance is drawn from the study's findings. The evidence suggests that organizations adopting a servant leadership approach experience positive outcomes in terms of employee performance. Servant leaders, characterized by their focus on serving and supporting their team members, create an environment that fosters motivation, direction, and a sense of support among employees. This positive leadership style correlates with improved individual and overall employee performance. Employees under the guidance of servant leaders tend to feel a stronger sense of purpose, engagement, and commitment to their work.

The servant leadership approach is associated with creating a conducive atmosphere for employees to excel, enhancing their abilities, and ultimately contributing to improved organizational performance. The conclusion underscores the importance of servant leadership in positively influencing the performance of individual employees, which collectively contributes to organizational success.

4. CONCLUSION & SUGGESTION

In examining this study, several conclusions can be drawn. Firstly, servant leadership demonstrated a significant impact on perceived organizational support, supporting findings from prior research.(Canavesi & Minelli, 2021) in contrary result from (Khan et al., 2022) informed had servant leadership has not effect employee performance. Therefore, this discovery suggests that leaders can learn to enhance their sense of empathy, leading to employees feeling supported by their supervisors. Thus, the impact of perceived organizational support and employee performance was found to be significant, aligning with similar studies conducted by(Boakye et al., 2023; Kim et al., 2023). There is a sharp distinction between work at service and manufacture sector. Employee in service sector need to guide customer with service, hence the employee need support from the management, such as: learning, service excellence to exceeded their performance, Authentic leadership fosters a positive work environment, promoting trust and open communication. This, coupled with perceived organizational support, is likely to enhance employee morale and motivation, ultimately leading to improved performance. Authentic leaders empower and develop their team members, providing opportunities for growth and skill development.

This investment in employee development not only improves individual performance but also contributes to the overall leadership capacity within the organization. Another point from this research is the leader need to keep emphasize their role to serve their subordinate in order to maintain their perception organizational support and reach maximum performance. In addition, leader also had to keep their eyes on external factor, Research from [16] informed the importance of digital leadership Understanding the operation of digital leadership in virtual collaboration, especially in the service sector, and identifying the most appropriate leadership style for virtual teams are vital inquiries. It is also crucial to investigate whether virtual teams achieve performance levels comparable to those of traditional teams. This study urges fellow researchers to delve into these questions to enhance our comprehension of organizational and leadership dynamics in the digital era.

LIMITATION

The research does have limitations, the study is presently limited to the Jakarta area, underscoring the necessity of further research with participants from another cities. Additionally, notably a sample size of 96, indicating a requirement for a more extensive sample. Lastly, this study emphasized the service sector, suggesting that exploring servant leadership and perceptions of organizational support in other sectors could be an interesting avenue for further investigation.

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