

Servant Leadership and Organizational Culture As Predictors of Employee Performance at PT. X



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ABSTRACT: This study aims to examine servant leadership and organizational culture as predictors of employee performance at PT X. The research is motivated by issues such as the company's declining market share, high employee turnover rate, and low performance among the majority of employees. Using a quantitative method and a saturation sampling technique, this study involved 147 employees as respondents. Data analysis was conducted using multiple linear regression to assess the impact of servant leadership and organizational culture on employee performance. Both variables partially also have a significant effect on employee performance, with servant leadership exerting a more dominant influence compared to organizational culture. These findings confirm that leadership focused on service and a strong organizational culture contribute to enhancing employee motivation, engagement, and productivity. The practical implications of this study highlight the importance of strengthening a supportive organizational culture and implementing a servant leadership style to improve employee performance. It is recommended that company management develop leadership training programs centered on service-oriented leadership while reinforcing organizational values that foster employee engagement and productivity.

KEYWORDS: Servant Leadership, Organizational Culture, Employee Performance, Multiple Linear Regression, Quantitative Research

I. INTRODUCTION

PT X, a seafood processing company in Makassar, faces significant challenges in maintaining its market competitiveness. The company's market share has declined from 10% to 7.8% over the past two years, accompanied by a 25.76% decrease in the number of employees. A survey of 30 employees revealed that 56.67% had low performance, with the majority exhibiting a lack of initiative, high dependency on supervisor directives, and minimal support for the company's vision and mission. Additionally, exit interviews indicated that a rigid work culture was a significant factor in employees' resignation decisions. These findings highlight workplace issues affecting employee motivation and productivity.

Employee performance is a crucial factor for an organization's sustainability and success. Praditho et al. (2021) stated that optimal performance supports organizational goal achievement through work effectiveness and efficiency, contributing to corporate competitiveness and innovation. In the seafood processing industry, employee performance plays a key role in determining product quality, compliance with food safety standards, and responsiveness to raw material supply fluctuations. A study by Lee et al. (2020) found that performance improvement can reduce operational costs and increase profitability by up to 23% within two years, while Zhang et al. (2021) highlighted a 45% increase in innovation within organizations with high employee performance.

Two key factors influencing employee performance at PT X are servant leadership and organizational culture. Servant leadership emphasizes employee empowerment through active leadership support, while organizational culture serves as a value framework shaping workplace behavior (Zhang et al., 2021). Leaders adopting a servant leadership style foster psychological safety, which strengthens innovation and creativity, whereas an adaptive organizational culture enhances employee engagement (Zhou et al., 2022). Lee et al. (2020) demonstrated that combining these two factors can lead to 56% higher employee performance compared to organizations with conventional leadership approaches.

The urgency of this research is based on PT X's need to transform its leadership approach and organizational culture to enhance employee performance. The survey revealed that 70% of low-performing employees struggle to adapt to change and

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over 65% lack understanding and support for the company's vision. Interviews with supervisors highlighted discrepancies between management policies and field implementation. Therefore, this study will explore how servant leadership can shape a more supportive organizational culture while increasing employee engagement and productivity.

This research provides both theoretical and practical contributions to understanding the relationship between servant leadership, organizational culture, and employee performance, particularly in the seafood processing industry, which presents unique challenges. Using a quantitative approach, this study will examine the role of organizational culture as a mediator between servant leadership and employee performance. The findings are expected to offer practical recommendations for PT X and similar industries in developing more effective leadership strategies to enhance employee performance and company competitiveness.

II. CONCEPTUAL FRAMEWORK

Employee Performance

Employee performance is a crucial aspect of organizational effectiveness, defined as behaviors or actions that contribute to achieving organizational goals (Koopmans et al., 2014; Campbell & Wiernik, 2015). The dimensions of performance include task performance, contextual performance, adaptive performance, and counterproductive work behavior (Koopmans et al., 2014). Task performance focuses on effectiveness in completing core job responsibilities, while contextual performance reflects behaviors that support the work environment and organizational culture. Adaptive performance has become increasingly essential in responding to rapid changes, whereas counterproductive work behavior can hinder organizational productivity. Factors influencing employee performance include servant leadership, organizational culture, as well as internal and external factors (Pradito et al., 2022). Servant leadership, which emphasizes employee empowerment, has been proven to enhance performance, especially when combined with a strong and positive organizational culture. Additionally, factors such as job satisfaction, organizational commitment, clear challenges, and well-defined goals also play a role in improving individual performance in the workplace.

Servant Leadership

Servant leadership is a leadership model that is oriented toward the interests of followers, where leaders focus on serving first before leading (Greenleaf, 1977). This approach emphasizes empowerment, growth, and well-being of followers while creating positive value for society (Liden et al., 2008). Van Dierendonck (2011) added that servant leadership plays a role in building communities, increasing follower engagement, and strengthening organizational values. Liden et al. (2008) identified seven key dimensions of servant leadership: emotional healing (sensitivity to followers' emotional struggles), creating value for the community (encouraging community involvement), conceptual skills (understanding organizational vision and problem-solving), empowering (providing autonomy and trust to followers), helping subordinates grow and succeed (supporting followers' growth and careers), putting subordinates first (prioritizing subordinates' interests), and behaving ethically (interacting with honesty and integrity). This approach builds a positive work environment, enhances motivation, and strengthens followers' loyalty to the organization, making it one of the most effective leadership styles in various organizational contexts.

Organizational Culture

Organizational culture is a system of values, beliefs, and fundamental principles that shape behavior and management practices within an organization (Denison & Mishra, 1995). Robbins and Judge (2018) emphasize that organizational culture is a shared system of meaning that distinguishes one organization from another, while Cameron and Quinn (2011) define it as the core values believed by all organization members, serving as the foundation for actions. Denison and Mishra (1995) developed an organizational culture model with four main dimensions: involvement, which reflects the participation and capability development of organization members; consistency, which indicates the extent to which organizational values and expectations are maintained steadily; adaptability, the organization's ability to respond to environmental changes; and mission, which describes the clarity of the organization's strategic direction and goals. A strong organizational culture that aligns with organizational objectives can enhance employee engagement, strengthen internal coordination, and drive innovation and the achievement of strategic organizational goals.

III. HYPOTHESIS DEVELOPMENT

Dynamics of Relationships between Variables

Servant leadership, organizational culture, and employee performance have a complex and interrelated relationship. Liden et al. (2008) identified seven key characteristics of servant leadership, including emotional healing, empowering, and behaving ethically, which form the foundation of leader-member interactions. Eva et al. (2019) and Lee et al. (2020) revealed that servant leadership positively impacts employee performance through empowerment and individual development mechanisms.

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Additionally, a strong organizational culture also plays a crucial role in enhancing employee performance, as noted by Zhang and Li (2021) and Rodriguez and Garcia (2022), who found that an adaptive organizational culture contributes to increased productivity. Research by Chen et al. (2023) indicates that the combination of servant leadership and a supportive organizational culture leads to more significant performance improvements compared to when these factors stand alone (Thompson & Wong, 2021).

However, the relationship between these three variables does not always follow a consistent pattern. Peterson et al. (2012) found that servant leadership does not always have a direct impact on employee performance but must be mediated by employee engagement. Chen et al. (2015) also showed that the influence of servant leadership is contextual, with a more significant impact on lower-level employees compared to middle and upper-level employees. In the context of organizational culture, studies by Shahzad et al. (2017) and Naranjo-Valencia et al. (2016) confirmed the positive impact of organizational culture on innovation and employee performance, but Aktaş et al. (2011) and Wei et al. (2014) revealed that an overly strong or overly hierarchical culture can hinder creativity and reduce employee performance, especially in industries reliant on innovation. This dynamic relationship leads to the understanding that servant leadership and organizational culture are not merely independent predictors of employee performance but also form a mutually reinforcing system. Denison (2012) identified four dimensions of organizational culture—involvement, consistency, adaptability, and mission—that can be shaped through servant leadership practices such as listening and empathy. Cameron and Quinn (2011) emphasized that a strong organizational culture creates a work environment that supports optimal performance, while Robbins and Judge (2018) highlighted the importance of organizational culture in providing direction and behavioral guidelines for employees. Thus, the dynamic interaction between servant leadership and organizational culture creates a work environment conducive to sustainable employee performance improvement.

Based on the conceptual framework, this study proposes the following hypothesis: Servant leadership and organizational culture simultaneously serve as predictors of employee performance.

Research Model

Based on previous studies, the researcher developed a research model as shown in Figure 1.

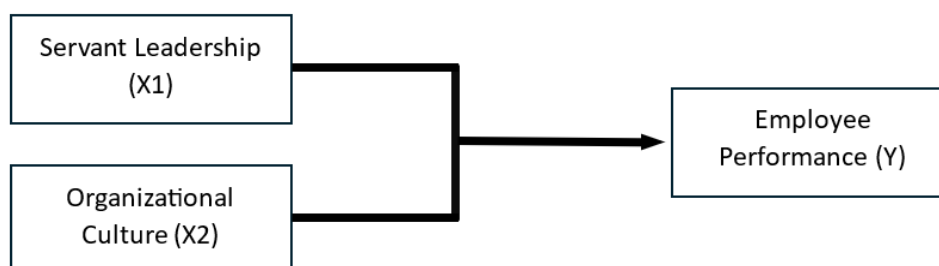


Figure 1. Research Model for the Study

IV. METHODOLOGY

Sample and Procedure

The respondents in this study are employees of PT X. Referring to the collected data, the total number of respondents is 147, using the saturation sampling or total population sampling technique. Saturation sampling is a sampling technique in which all members of the population who meet specific criteria are included as samples in the study. This means that every individual in the population who meets the inclusion criteria is included as a respondent without exception (Sugiyono, 2017).

Instruments

The participants in this study were asked to complete a questionnaire containing items that describe employee performance, servant leadership, and organizational culture. The questionnaire was first translated into Indonesian to ensure better comprehension by the participants. This study utilized three primary measurement tools to assess the variables under investigation. Employee performance was measured using the Individual Work Performance Questionnaire (IWPQ) developed by Koopmans et al. (2014), consisting of 18 items covering three performance dimensions, with two dimensions measuring favorable behaviors and one dimension measuring unfavorable behaviors. This scale uses a five-point Likert scale, where higher scores indicate better performance. Servant leadership was measured using the Servant Leadership Scale (SLS) by Liden et al. (2008), which consists of 28 items assessing seven dimensions of servant leadership using a seven-point Likert scale. Higher scores indicate a stronger presence of servant leadership within the organization. Meanwhile, organizational culture was assessed using the

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Denison Organizational Culture Survey (DOCS) developed by Denison and Mishra (1995) and adapted into Indonesian by Sufya (2015). This instrument includes 36 items measuring four key dimensions of organizational culture—adaptability, mission, involvement, and consistency—using a four-point Likert scale. Higher scores on this measure reflect a stronger and more effective organizational culture in supporting organizational performance.

Data Analysis Method

To analyze the data, the statistical program SPSS 25 was used. In this study, several tests were conducted, including the classical assumption test, which is an initial procedure in regression analysis to ensure that the data meet valid and reliable statistical requirements (Ghozali, 2018). The normality test was conducted using the Kolmogorov-Smirnov method to assess whether the data distribution approximates normality, with a significance value criterion of $> .05$. The linearity test was used to measure the linear relationship between variables, where the relationship is considered linear if $p < .05$. The multicollinearity test was conducted by examining the Variance Inflation Factor (VIF), where a VIF value > 10 indicates high multicollinearity.

Multiple linear regression was then used to explore the simultaneous relationship between independent and dependent variables (Sugiyono, 2017). After ensuring that the regression model met the classical assumption tests, hypothesis testing was conducted to examine the influence of the variables in the study. The partial test (t-test) evaluated the individual effect of independent variables, while the simultaneous test (F-test) assessed their collective influence. The decision-making criteria were based on a significance level of $.05$, where the null hypothesis is rejected if the p-value $< .05$, indicating a significant relationship between variables. This process aims to obtain scientifically valid conclusions that can be empirically justified.

V. RESULTS

Table 1. Number and percentage of employees by gender

Gender	Frequency	Percentage
Woman	68	46.26
Men	79	53.74
Total	147	100.00

Table 1. Presents the distribution of the number and percentage of employees in PT X based on gender. Out of a total of 147 employees, 68 individuals (46.26%) are female, while 79 individuals (53.74%) are male. This proportion indicates that the number of male employees in PT X is slightly higher than that of female employees.

Validity and Reliability of the Measurement Model

The results of the item discrimination power test and reliability test indicate that all research instruments are valid and reliable. The reliability test of the research instruments using Cronbach's Alpha showed that the employee performance scale (18 items) had a value of 0.968, the servant leadership scale (28 items) had a value of 0.982, and the organizational culture scale (36 items) had a value of 0.976. All these values exceed the minimum threshold of 0.70, indicating that each instrument has good internal consistency and can be used to accurately assess the research variables.

Normality Test

Table 2. Normality Test

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		147
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	3.60232540
Most Extreme Differences	Absolute	.057
	Positive	.045
	Negative	-.057
Test Statistic		.057
Asymp. Sig. (2-tailed) ^c		.200 ^d
Monte Carlo Sig. (2-tailed) ^e	Sig.	.283

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99%	Confidence	Lower	.271
Interval		Bound	
		Upper	.294
		Bound	

The Kolmogorov-Smirnov test with Lilliefors correction on 147 samples showed an Asymp. Sig. P-value = .200 and a Monte Carlo Sig. = .283 (99% CI: .271–.294). Since the p-value > .05, the data is considered to be normally distributed, making it suitable for parametric analysis in multiple linear regression testing.

Linearity Test

Table 3. Servant Leadership Linearity Test

ANOVA Table			Sum of Squares	df	Mean Square	F	Sig.
KK * SL	Between Groups	(Combined)	4950.591	72	68.758	2.195	<.001
		Linearity	2953.719	1	2953.719	94.290	<.001
		Deviation from Linearity	1996.872	71	28.125	.898	.676
Within Groups			2318.117	74	31.326		
Total			7268.707	146			

Table 4. Organizational Culture Linearity Test

ANOVA Table			Sum of Squares	df	Mean Square	F	Sig.
KK * BO	Between Groups	(Combined)	3813.854	48	79.455	2.254	<.001
		Linearity	2313.779	1	2313.779	65.632	<.001
		Deviation from Linearity	1500.075	47	31.916	.905	.642
Within Groups			3454.854	98	35.254		
Total			7268.707	146			

The linearity test was conducted by examining the significance value (Sig.) for Linearity and Deviation from Linearity. If Sig. < .05, the relationship between variables is considered linear, while Sig. > .05 for Deviation from Linearity indicates no significant deviation. Based on the ANOVA results in table 3 and table 4, the relationship between employee performance and servant leadership (Sig. < .001, Deviation = .676) and employee performance and organizational culture (Sig. < .001, Deviation = .642) is linear. Therefore, both relationships meet the linearity assumption and can be used for further analysis.

Multicollinearity Test

Table 5. Multicollinearity test for Servant Leadership and Organizational Culture

Coefficients ^a		Unstandardized Coefficients	Standardized Coefficients	t	Sig.	Collinearity Statistics	
Model		B	Std. Error	Beta		Tolerance	VIF
1	(Constant)	12.831	3.097		4.143	<.001	
	SL	.191	.013	.649	15.251	<.001	1.000
	BO	.264	.019	.577	13.563	<.001	1.000

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Multicollinearity testing is used to detect strong relationships between independent variables in the regression model. The indicators used are Tolerance (no multicollinearity if $> .1$) and VIF (no multicollinearity if < 10). Based on the results in table 5, the Tolerance and VIF values for servant leadership and organizational culture are both 1.000, indicating no multicollinearity. Thus, the regression model can be reliably used without interference from relationships between independent variables.

Hypothesis Testing

Table 6. Coefficient

Model Summary

Model	R	R Square	Adjusted Square	RStd. Error of the Estimate
1	.860 ^a	.739	.736	3.627

Based on table 6, the coefficient of determination R Square = .739, which means that both servant leadership and organizational culture variables simultaneously account for 73.9% as predictors of employee performance.

Table 7. F-test Results

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5374.102	2	2687.051	204.230	<.001 ^b
	Residual	1894.605	144	13.157		
	Total	7268.707	146			

a. Dependent Variable: KK

b. Predictors: (Constant), BO, SL

The F-test results indicate that the regression model involving servant leadership and organizational culture significantly affects employee performance, with an F value of 204.230 and $p < .001$. This means that servant leadership and organizational culture together explain a substantial portion of the variance in employee performance. Since the Sum of Squares for Regression (5374.102) is much larger than the Residual (1894.605), it can be concluded that servant leadership and organizational culture are highly significant predictors of employee performance. Both variables simultaneously have a positive relationship with employee performance, meaning that the better the servant leadership and organizational culture, the more significantly employee performance will improve.

Table 8. T-test Result

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5374.102	2	2687.051	204.230	<.001 ^b
	Residual	1894.605	144	13.157		
	Total	7268.707	146			

a. Dependent Variable: KK

b. Predictors: (Constant), BO, SL

The multiple linear regression results show that Servant Leadership (SL) and Organizational Culture (BO) are significant predictors of Employee Performance (KK) individually, with t-values of SL = 15.251 and BO = 13.563, both with $p < .001$. The Standardized Coefficients (Beta) indicate that SL ($\beta = .649$) has a greater influence than BO ($\beta = .577$), making SL the more dominant factor affecting KK. The resulting regression equation is $KK = 12.831 + .191 \times SL + .264 \times BO$, where a one-unit increase in SL increases KK by .191, while a one-unit increase in BO increases KK by .264, assuming other variables remain constant. These findings confirm that both SL and BO contribute positively and significantly to KK, with SL being the more dominant factor.

VI. DISCUSSION

The hypothesis stating that servant leadership and organizational culture simultaneously serve as predictors of employee performance is accepted. This means that servant leadership and organizational culture simultaneously predict employee performance at PT X. The higher the implementation of servant leadership and the stronger the organizational culture within a company, the more likely employee performance will improve.

Several factors may explain these research findings. First, when servant leadership and a strong organizational culture are implemented together, employees tend to show increased productivity in completing their tasks, building harmonious working relationships, and contributing positively to team dynamics. Additionally, they collaborate more effectively in the social work environment, demonstrate proactive attitudes in supporting colleagues, and have a higher level of engagement with the organization's vision and goals. If servant leadership is applied by company leaders, employees are more likely to feel valued and supported, ultimately enhancing their intrinsic motivation. With leadership focused on empowerment, emotional healing, and helping subordinates grow and succeed (Liden et al., 2008), employees tend to develop a sense of ownership over their work, show greater loyalty to the company, and achieve higher performance in task performance, contextual performance, and adaptive performance (Koopmans et al., 2014). Furthermore, a strong organizational culture in terms of involvement, consistency, adaptability, and mission (Denison & Mishra, 1995) strengthens employee engagement, enhances organizational stability, and fosters a more innovative and growth-oriented work environment.

This statement is supported by previous research conducted by Pradito et al. (2021), which found that the servant leadership model, along with organizational culture, has a positive and significant impact on employee performance. This suggests that leaders who serve and support employees can increase their motivation and productivity. Additionally, studies by Widiartanto and Qomairah (2022) and Edri et al. (2024) found that the combination of servant leadership and organizational culture contributes to improved work behavior and overall employee performance. Servant leadership is considered to create a supportive work environment, leading to higher employee commitment (Canavesi & Minelli, 2022).

Second, some employees feel that implementing servant leadership alongside a strong organizational culture fosters a cohesive work environment where values, norms, and practices are consistently applied, encouraging employees to work more effectively and productively. With service-oriented leadership, employees feel more cared for, supported, and given opportunities to grow, ultimately increasing their work engagement. Servant leadership dimensions such as creating value for the community and helping subordinates grow and succeed (Liden et al., 2008) foster a supportive environment where employees feel comfortable contributing and innovating. Additionally, a strong organizational culture based on involvement, consistency, adaptability, and mission (Denison & Mishra, 1995) ensures that company values are not only understood but also applied in daily work, creating a sense of unity and shared purpose.

Moreover, the partial findings also indicate that servant leadership influences employee performance ($\beta = .649$), meaning that servant leadership independently serves as a key factor in improving employee performance at PT X. This likely occurs because leaders who practice servant leadership can build closer relationships with employees, provide emotional support, and create a more inclusive and empowering work environment. By addressing individual needs, encouraging development, and providing clear direction in achieving company goals, employees feel more valued and motivated to perform optimally. This statement is supported by research suggesting that leaders who adopt a servant leadership approach can build stronger work relationships, increase employee trust, and encourage them to perform better (Zia-ur-Rehman et al., 2022; Edri et al., 2024).

These research findings further confirm that the combination of servant leadership and a strong organizational culture plays a crucial role in enhancing employee performance. Servant leadership drives employee engagement through service-oriented leadership, increasing motivation, loyalty, and commitment to the organization (Wijayana et al., 2024). Meanwhile, a strong organizational culture creates a conducive work environment, clarifies the company's vision and values, and encourages employees to work more effectively and productively (Anugrah et al., 2024). Previous studies also indicate that the combination of servant leadership and a strong organizational culture not only improves individual performance but also strengthens the overall organizational structure (Firmansyah & Hersona, 2021).

Therefore, companies are advised to continue developing servant leadership by providing training for leaders to become more responsive to employee needs. Additionally, strengthening organizational culture can be achieved through the internalization of company values and increased employee participation in strategic decision-making (Ferdinandito & Haryani, 2021). Implementing these strategies is expected not only to enhance individual employee performance but also to create a more adaptive and competitive organization in an ever-evolving industry (Anugrah et al., 2024).

VII. CONCLUSIONS

The findings of this study confirm that servant leadership and organizational culture collectively serve as significant predictors of employee performance at PT X. The simultaneous implementation of servant leadership and a strong organizational culture fosters an environment where employees are more engaged, productive, and committed to organizational goals. Leaders who practice servant leadership enhance intrinsic motivation by providing support, empowerment, and opportunities for growth, while a well-established organizational culture reinforces shared values, consistency, and adaptability, contributing to overall performance improvements.

Furthermore, the study highlights that servant leadership independently plays a crucial role in driving employee performance by fostering close relationships, emotional support, and an inclusive work environment. Employees who experience servant leadership tend to exhibit higher levels of trust, motivation, and proactive work behavior. These findings align with previous research, further validating the positive impact of servant leadership and organizational culture on both individual and organizational outcomes.

Given these insights, companies are encouraged to invest in leadership development programs that cultivate servant leadership qualities among leaders. Additionally, strengthening organizational culture through the internalization of company values and active employee participation in strategic decision-making will further enhance performance. By continuously fostering servant leadership and a strong organizational culture, companies can create a more adaptive, engaged, and high-performing workforce, ensuring long-term organizational success in a dynamic business environment.

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