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## How Does Servant Leadership Work in a Sub-district Office by Considering Work Discipline to Achieve Employee Performance?

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### **Abstract:**

*Servant Leadership is a leadership style that places more emphasis on the ability of a leader to provide services and from his service can have a positive influence on its members without expecting anything just for the achievement of organizational goals. This study aims to explain the impact of servant leadership on employee performance by analyzing the role of employee discipline. This research is explanatory, quantitative design. The research was conducted in a government organization (sub-district office) in a city in Indonesia. The population of this study was all employees in a sub-district office, totaling 30 respondents. Likert scale questionnaire as a data collection tool. The analysis technique is a descriptive, classical assumption, and regression analysis to confirm the path analysis on the structural equation model. The results of the study show that the role of work discipline is the basis for employees to create better individual performance, meaning that the implementation of servant leadership requires aspects of work discipline which ultimately have an impact on employee performance.*

**Keywords:** Servant leadership, employee performance, work discipline

### **1. Introduction**

Every organization, in general, requires the role of human resources who become a valuable asset. Human resources play a role in driving overall operational activities and determining the strategic activities of the organization. Each member of the organization works according to their respective roles and responsibilities at every level of decision (Ulfatin and Triwiyanto, 2016).

The success of the organization is determined by the leader of the organization. Every leader has a type. The research of Hamzah et al. (2013) and Rahardjo (2014) prove that leadership affects employee performance. A leader must be able to influence subordinates to act following the government's vision, mission, and goals. Lamidi (2016) says that a leader must be flexible in understanding all potential members of the organization in solving problems.

Leadership that can improve employee performance is a leader who can foster employee confidence in carrying out their respective duties. Leaders play an active role in improving the quality of service to the community. One of the contemporary leadership models that are appropriate to be applied to support the creation of services is the type of leader who is oriented to the service aspect, known as servant leadership.

The research of Yenming et al. (2012) found that servant leadership is a good alternative to choose because this type of leadership is easy to imitate and implement. Leaders are more able to pour out their best strengths through serving styles. And subordinates like leaders who have the type to listen, empathize and build community. Servant leadership is a leadership model that is compatible with service values because the spirit that underlies servant leadership emphasizes efforts to empower and develop the existence of all members, followers, or people being led. The results of the research by Potu (2013), Hamzah et al. (2013), and Rahardjo (2014) prove that leadership affects performance.

Moeljono (2007) states that leaders other than being an inspiration must also be able to maintain organizational stability. One way for the organization to be stable, the leader must have an effort for subordinates to like the rules, applicable organizational policies and behave in a disciplined manner. Disciplined behavior is the key to success in achieving organizational goals (Yusuf, 2017) and individual performance Yanti et al. (2019). Work discipline is an awareness and willingness of organizational members to comply with all applicable organizational rules and norms

(Yusuf, 2017). Work discipline must be maintained and improved so that employees become accustomed to working with full discipline and responsibility (Fathoni, 2016).

Work discipline according to Siagian (2009) is an organizational effort to shape employee knowledge, attitudes, and behavior so that employees voluntarily cooperate well with other co-workers to improve their performance. The results of research by Rohimah (2013) and Adi et al. (2016) prove that work discipline affects performance.

The above explanation can be formulated research hypotheses are:

- H1: There is a positive influence between servant leadership and employee performance
- H2: Work discipline has a role in the relationship between servant leadership and employee performance.

In this study, the researcher wants to explain how the work discipline factor works in a government organization in a sub-district. The selection of work discipline variables is based on the fact that work discipline is often discussed in previous studies as an antecedent. Rarely put work discipline variable as a mediation, especially in government organizations.

As an effort to improve employee performance in government organizations, a model is needed that can explain how much influence Servant Leadership has on employee performance by considering employee discipline factors so that it can be taken into consideration in formulating an effective human resource policy for the sustainability of the organization.

## 2. Literature Review

### 2.1. Servant Leadership

Hoveida et al. (2011) define servant leadership as an enduring concept that is studied extensively in various sectors. It is centered on the core values of 'Caring' and 'Serving others' and focuses on the values of trust, respect for others, and empowerment. Ningsih et al. (2016) say that servant leadership is a leadership style that is very concerned about the growth and dynamics of the lives of followers themselves and their communities starting from a natural feeling that wants to serve.

Kent (2016) that servant leadership has (1) a moral component, meaning that morals become an integral part of the identity of the leader and are transferred or transmitted to their subordinates or followers; (2) focus on service to followers or subordinates, meaning that the leader pays attention to the improvement, improvement, and achievement of the personal performance of subordinates and not just for the benefit of the organization, meaning that organizational leaders view that organizational success cannot be separated from all internal and external components related to the organization such as employees, customers, business partners, and the community; and (4) self-reflection, as an effort to avoid the arrogant leader profile. Leaders who carry the servant leadership model provide openness for all their members and the organizations they lead to participate actively and creatively and generate great motivation for their employees to work and involve their hearts in the mission and goals of the organization.

### 2.2. Employee Performance

Performance is the result of an employee's work in quality, quantity, and timeliness according to the responsibilities assigned to him (Mangkunegara, 2017). Mathis and Jackson (2001) argue that performance is basically what employees do or don't do that affects how much they contribute to the organization. This includes the quantity and quality of the output along with the timeframe, as well as the cooperative attitude of employees. The human resource system and organizational structure must be managed following organizational goals (Respati and Triatmanto, 2019).

### 2.3. Work Discipline

According to Simamora (2006), discipline is a form of employee self-control and regular implementation and shows the level of seriousness of the work team in an organization. According to Siagian (2009) discipline is a form of training that seeks to improve and shape the knowledge, attitudes, and behavior of employees, so that employees voluntarily try to cooperate with other employees and improve their work.

Furthermore, according to Hasibuan (2009), Discipline is a person's awareness and willingness to obey all company regulations and applicable social norms. Awareness is the attitude of a person who voluntarily obeys all the rules and is aware of his duties and responsibilities. So he will obey/do all his duties well, not under coercion. Willingness is the attitude, behavior, and actions of a person following company regulations, whether written or not.

### 2.4. Conceptual Framework

In Figure 1 it explains that Work Discipline as a mediation between Servant Leadership and Employee Performance and also explains the impact of the direct influence between Servant Leadership and Employee Performance

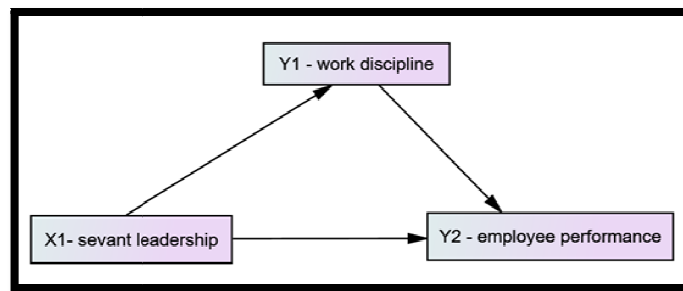


Figure 1: Structural Equation Modeling

### 3. Research Methods

The type of research used in this research is explanatory research with a quantitative approach. Research that intends to explain the positions of the variables studied and the relationship between research variables. The main basis for testing the hypothesis that has been used previously through the hypothesis test is expected to explain the influence of leadership and work discipline on performance. Quantitative research methods are used to examine certain populations or samples, data collection using research instruments, quantitative data analysis to test predetermined hypotheses.

The research was conducted in the period from November 26, 2020, to December 4, 2020. The research respondents were all government employees working in a government organization (sub-district office) with a total of 30 employees. Researchers determine a population of 30 units so that the sampling technique uses the census.

Servant leadership is measured by 5 indicators, namely: compassion, empowerment, vision, humility, trust. Work discipline is a condition that is created and formed through a process of a series of behaviors that show the values of obedience, obedience, loyalty, and order. The indicators used are Goals and capabilities, leadership role models, remuneration, justice, inherent supervision, punitive sanctions, assertiveness, humanitarian relations. While employee performance is a result of work that has been achieved by an employee in carrying out a job that has been given to him to achieve the goals of the organization. The indicators used are effective, efficient, quality, punctual, productivity, safety.

No	Variables	Measurements
1	Servant Leadership (X1)	Compassion (X1.1)
		Empowerment (X1.2)
		Vision (X1.3)
		Humility (X1.4)
		Trust (X1.5)
2	Work Discipline(Y1)	Goals and capabilities(Y1.1)
		Leadership role models (Y1.2)
		Remuneration (Y1.3)
		Justice (Y1.4)
		Inherent supervision(Y1.5)
		Punitive sanctions (Y1.6)
		Assertiveness (Y1.7)
		Humanitarian relations (Y1.8)
4	Employee Performance(Y2)	Effective(Y2.1)
		Efficient(Y2.2)
		Quality(Y2.3)
		Punctual (Y2.4)
		Productivity(Y2.5)
		Safety(Y2.6)

Table 1: Variables and Measurements

### 4. Research Results

#### 4.1. Respondent Profile

Questionnaires were used by researchers as a means of collecting data. Researchers tabulated respondents' answers and respondent profile data. Below is a table that describes the profile of the research respondents. Respondent profiles are presented in Table 2.

Gender	%	Age	%
Male	57	20 - 30 years old	33
Female	43	31 - 40 years old	33
		41 - 50 years old	20
Level of education	%	51 - 58 years old	13
Post graduated	10	Working duration	%
Bachelor	30	1-5 year	33
Diploma	7	6-10 year	27
High School	50	More than 10 years	40
Middle School	3		

Table 2: Profile of Respondents

There are more male respondents than women because the demands of work require more activities with high mobility. The age of respondents is dominated by the age range of 20 to 40 years, meaning that employees have a high level of productivity. The education level of more high school graduates means that they have high energy with a level of analytical ability that is still below average.

#### 4.2. Explanation Description of Respondent's Perception

Analysis of data processing using the SPSS (Statistical Package for Social Science) program. There are three variables and 19 measurements. The results of testing the validity and reliability for 19 measurements. Tested from the probability value of each measurement does not exceed the error rate of 5%, meaning that the respondent understands the meaning of the measurements in the questionnaire. This means that 19 measurements are declared valid. The results of the 19-measurement reliability test showed a good level of reliability as evidenced by the Cronbach alpha value not exceeding the r table value (0.181).

The description of the respondent's perception can be analyzed from the average value generated by the measurement. The measurement that best describes Servant Leadership is that respondents tend to agree that Servant Leadership is formed from compassion, empowerment, vision, humility, and trust. The main contribution to the formation of Servant Leadership is compassion reflected in the leadership being a role model for employees. The measurement that best describes Work Discipline is that work discipline is formed from goals and abilities, leadership examples, remuneration, justice, inherent supervision, punitive sanctions, firmness, and human relations. The main contribution to the formation of work discipline is the example of the leader reflected in the leader being an example. The measurement that best describes employee performance is the perception of respondents who tend to agree that employee performance is formed from effectiveness, efficiency, quality, timeliness, productivity, and safety. The main contribution to the formation of employee performance is effectively reflected in working effectively.

#### 4.3. Results of Linear Regression Analysis

The structural equation model is built by performing linear regression twice. The results of the linear regression equation model are as follows:

The first multiple linear regression model:  $Y1 = 0,587X1 + e1$

Second multiple linear regression model:  $Y2 = 0.383 X1 + 0.404Y1 + e2$

The results of the structural equation model are presented in Figure 2. below:

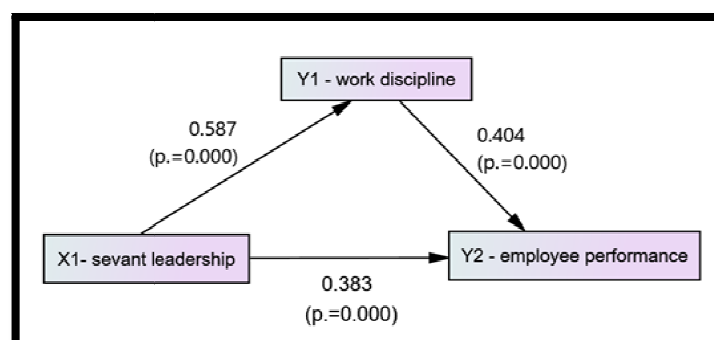


Figure 2: Result of Structural Equation Modeling

There are three regression coefficients in the structural equation model above. Servant leadership regression coefficient on work discipline shows a significant effect. In addition, there is an influence of servant leadership and work discipline on employee performance. The results of the path analysis evaluation are presented in Table 3.

Variables	Direct Effect	Indirect Effect	Total Effect
Servant leadership to Work discipline	0.587	-	-
Servant leadership to Employee performance	0.383	-	-
Work discipline to Employee performance	0.404	-	-
Servant leadership to Work discipline with mediation Employee performance	0.383	$0.662 \times 0.404 = 0,267$	0.650

Table 3: Path Analysis Results

The comparison between the direct effect (0.383) versus the indirect effect (0.267) explains the finding that the impact of servant leadership has a stronger influence on employee performance. Work discipline is an important part of the link between the two variables, but work discipline has not been able to fully accommodate the implementation of exogenous and endogenous variables.

## 5. Discussion

The results of this study by Abid et al. (2015) which states that Servant Leadership affects employee performance are also relevant to the results of this study. The results of this study show that servant leadership in which subordinates/respondents feel love from the leadership and they feel that there is spiritual service has a positive impact on improving employee performance. Employees want to work effectively, they feel like there is an inner closeness between subordinates and leaders.

In addition, employees also feel the empowerment aspect of the leadership and consider that the leader has a low-profile behavior and the main thing is the employee's trust in their leader. Some of these things have a real impact on employee work patterns. Their effective work is more visible than the quality of work.

Servant Leadership has an effect on Work Discipline, which means that employee performance requires discipline aspects to achieve their work targets. Servant Leadership requires the leader's ability to exert influence, motivation, creativity, and understand conditions and information to make judgments before making decisions. Servant Leadership is very closely related to organizational goals. Servant leadership requires aspects of the disciplined behaviour of his subordinates. This has been proven in this study that there is a significant influence between servant leadership on employee discipline. Employees become disciplined because they observe that their leaders have set a good example. This exemplary aspect is imitated by his subordinates so that they behave in a disciplined manner.

The test results between work discipline and employee performance showed a significant effect. This explains that the impact of employee discipline behavior causes employees to work more effectively. Always precise in completing the work of course also prioritizes the safety aspect. Exemplary leadership makes employees perform well. The main key to organizational success is a good example from the leadership. The leader has a heavy duty and is fully responsible for all the consequences of the organization, of course, the leader must be able to provide a good example. The leader's behavior that is not allowed is to use subordinates for the benefit of the leader's achievement. If this happens, the element of trust will decrease and the leader will get a negative image.

## 6. Conclusions and Suggestions

From the results of the testing and discussion above, it can be concluded that the behavior of work discipline in government organizations has not been effective enough to accommodate leadership problems, although it has been confirmed that leadership can create disciplined behavior. However, in the context of government organizations, discipline needs to be supported by other aspects to realize better individual performance. Efforts to encourage disciplined behavior to have an impact on performance are rewards, both financial and non-financial, in addition to aspects of control and facilities. The results of the study prove that servant leadership has a strong impact on employee performance in a government organization. The exemplary factor and the leader's trust have a positive effect on improving employee performance.

Regarding the author's suggestion, so that employee performance can increase, the leadership should listen to ideas and input. To maintain the discipline of employees, organizational leaders should pay attention to the welfare of employees. For increasing employee job satisfaction, the salary should be adjusted to the workload, fairness, and feasibility values. For future researchers, it is recommended to examine more specific types of servant leadership such as compassion leadership, trust leadership to find out in more detail the aspects that affect employee performance, especially in government organizations.

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