

THE INFLUENCE OF SERVANT LEADERSHIP AND PERCEPTIONS OF ORGANIZATIONAL SUPPORT ON EMPLOYEE PERFORMANCE THROUGH ORGANIZATIONAL COMMITMENT MEDIATION

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ABSTRACT

The purpose of this study is to examine employee performance levels and the variables that affect them. Up to 133 workers of PT. Medco E&P Malaka made up the study's sample. The Analysis of Moment Structure (AMOS) tool was utilized to operationalize Structural Equation Modeling (SEM), the data analysis method used to study the questionnaire data. The findings of the study demonstrate that employee performance is significantly impacted by organizational commitment, perceived organizational support, and servant leadership. Upon examining the indirect impact of organizational commitment, it was discovered to function as a partially mediating factor in the correlation between perceived organizational support and the influence of servant leadership on employee performance. It is anticipated that this study's findings will.

Keywords: servant leadership, perceived organizational support, organizational commitment, employee performance

Doi:

INTRODUCTION

Employee performance is a serious problem faced by all organizations, especially organizations with high levels of employee turnover, including the problem of employee performance appraisal (Batt, Lee, and Lakhani, 2014; Han, Bonn, and Cho, 2016). Employee performance is a measure of employee achievement in a company which can have an impact on high or low employee productivity (Zhao, Liu, Mi, Shen, and Xia, 2020). Two important factors cause a person's performance to be high or low, namely internal factors and external factors. Internal factors relate to individual characteristics and traits, such as attitudes, personality, physical characteristics, desires, motivation, age, gender, education, and experience in the workplace. Meanwhile, external factors are related to factors in the employee's environment, such as leadership factors, actions or behavior of co-workers, type of training and supervision, the wage system implemented by the company, and the social environment (Robbins and Judge, 2015).

Empirically, many studies have been conducted previously to assess employee performance in various types of organizations, including business organizations. Study conducted by Rosa et al., (2020) states that employee performance can be influenced by individual external factors such as perceived organizational support and organizational commitment. The same thing was also conveyed by Shetty et al., (2022), that servant leadership factors, organizational support, and commitment are important factors in improving employee performance in the manufacturing industry. Even reviews related to servant leadership, negative perceived organizational support, and low organizational commitment can lead to a decline in the quality of employee work, which has an impact on high employee turnover (Huning, Hurt, and Frieder, 2020).

High or low performance can also be influenced by perceived organizational support, which is an important factor in driving performance. Perception of organizational support is a form of employee confidence in their organization regarding the company's level of support and attention in meeting employees' socio-emotional needs, including respect and well-being (Susanto, 2023). Positive perceptions of the support provided by the organization can significantly contribute implicitly and explicitly to the organization (Boakye et al., 2023). POS is a global belief developed by employees regarding the extent to which the organization values their contributions and cares about their well-being (Jeong and Kim, 2022).

Organizational commitment is also a key factor for improving employee performance, including in business companies. Organizational commitment is a measure of how involved and committed employees are to ensuring the achievement of company goals. Previous empirical research states that organizational commitment is an important factor that significantly influences employee performance (Tjahjono, Puji Rahayu, and Putra, 2020). Commitment is a unique strength that exists in individuals at a certain level (Baykal, 2020). In the context of business organizations, commitment does not only describe employees as part of the organization, but beyond that, commitment is closely related to employees' efforts to help the organization succeed in achieving its goals. The purpose of this research is to examine the factors that influence the performance of PT employees. Medco E&P Malaka. It is hoped that this research can contribute to the development of literature, especially human resource management literature.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

The Relationship between Perceived Organizational Support and Organizational Commitment

Organizations that continue to provide support to their workers will make workers more enthusiastic about working and have confidence in the organization. High trust in an organization will make workers have a high sense of loyalty as well. In several previous studies in various industries, it was found that employees who have positive perceptions of the company will significantly increase their commitment to the organization (Aprilani et al., 2021). Then, Sheikh, (2023) equating perceived organizational support as having a significant effect on organizational commitment. Likewise, the findings of a study conducted by Eisenberger et al., (2020) stated that perceptions of organizational support encourage increased employee and organizational performance in the western world. Perceptions of organizational support influence government employee retention in New Zealand (Arasanmi and Krishna, 2019). Based on the results of empirical studies in various countries, the research hypothesis developed is as follows:

H2: Perception of organizational support has a significant effect on employee organizational commitment

The Relationship between Servant Leadership and Employee Performance

Servant leadership is an understanding that is reemerging in the modern world where leaders are accountable to their followers. According to, Pakpahan et al., (2021) A servant leadership style can encourage increased employee performance. Then, Howladar & Rahman, (2021) said servant leadership influences employee high performance. According to the findings, Palta, (2019), Employees' perceptions of servant leadership and organizational commitment do not vary according to gender, branch, years of service at school, and seniority factors. Employee organizational commitment and perceptions of servant leadership are related to each other and even have a positive relationship. Based on the results of empirical studies in various countries, the research hypothesis developed is as follows:

H3: Servant leadership has a significant effect on employee performance

The Relationship between Perceived Organizational Support and Employee Performance

Mihalanche & Mihalanche, (2022) found that work support during the COVID-19 pandemic, both perceived organizational support and supervisor accessibility, was associated with more positive changes related to well-being and increased employee performance, including due to a mediating effect by changes in employees' affective commitment to their work. Furthermore, Eisenberger et al., (2020) states that there is a positive and significant relationship with employee performance. Furthermore, Aprilani et al., (2021) said that organizations that continue to provide support to their workers will make workers more enthusiastic about working and have confidence in the organization. Based on the results of empirical studies in various countries, the research hypothesis developed is as follows:

H4: Perception of organizational support has a significant effect on employee performance

The Relationship between Organizational Commitment and Employee Performance

Organizational commitment is the attitude and behavior of employees to be actively involved in helping the organization achieve its goals, thereby improving employee performance. According to, Pakpahan et al., (2021), Organizational commitment has a significant effect on employee performance. Furthermore, Retno et al., (2020) found that organizational performance is influenced by employee commitment to the organization. Furthermore, organizational commitment also influences the performance of state government employees in New Zealand (Arasanmi and Krishna, 2019). Then, Eliyana et al., (2019) dan O'Connor & Crowley-Henry, (2019) mengatakan komitmen organisasi strong influence on performance. Organizational commitment also strengthens the performance of civil servants in Lampung (Soomro and Shah, 2019; Suharto, Suyanto, and Hendri, 2019). Based on the results of empirical studies in various countries, the research hypothesis developed is as follows:

H5: Organizational commitment has a significant effect on employee performance

The Relationship between Servant Leadership and Organizational Performance Through Organizational Commitment as a Mediating Variable

Servant leadership is a type of leadership that empowers and develops employees with an attitude of humility, purity and respect which ultimately can directly or indirectly increase high performance for employees. The relationship between servant leadership and employee performance through the involvement of organizational commitment variables (Ekhsan and Aziz, 2021). According to, Pakpahan et al., (2021) Organizational commitment can mediate an indirect relationship with employee performance. Furthermore, Retno et al., (2020) said servant leadership has a strong influence mediated by the organizational commitment variable. Based on the results of empirical studies in various countries, the research hypothesis developed is as follows:

H6: Servant leadership has a significant effect on employee performance

The Relationship between Perceived Organizational Support and Organizational Performance Through Organizational Commitment as a Mediating Variable

Research results (Arasanmi & Krishna, 2019) found that organizational commitment is a mediating factor in strengthening the influence of perceptions of organizational support on employee performance. Organizational commitment was found to act as a mediating variable in the indirect influence between perceived organizational support and employee performance outcomes (Mihalanche & Mihalanche, 2022). Based on the results of empirical studies in various countries, the research hypothesis developed is as follows:

H7: Perception of organizational support has a significant effect on employee performance through the organizational commitment variable as a mediating variable

RESEARCH METHODS

Data and Samples

The data in this research is questionnaire data distributed to 133 respondents. The questionnaire in this research contains information related to the variables of service leadership, perceptions of organizational support, organizational commitment and employee performance. The sampling method uses non-probability sampling and purposive sampling.

Questionnaire Development and Measurement

The data analysis method used in this research is Structural Equation Modeling (SEM) with the AMOS (Analysis of Moment Structure) program version 22.0. According to Ghozali (2013), SEM is a multivariate analysis tool that combines factor analysis with regression analysis (correlation analysis) with the aim of studying the influence of constructs and model indicators on constructs or causal relationships between latent variables.

Table 1
Operational Definition of Variables

Variables	Operational Definition	Item	Resource
Servant Leadership	Servant leadership is a leadership approach that emphasizes ethics and morals in managing human resources as subordinates.	1. My leader can tell when something work-related is wrong.	(Liden et al., 2015)
		2. My leader makes my career development a priority.	
		3. I will seek help from my leader if I have a personal problem.	
		4. My leader emphasizes the importance of having good relations with the community within the company.	
		5. My leader puts my best interests above his own.	
		6. My leader gives me the freedom to handle difficult situations in the way I think is best.	
		7. My leader will not compromise ethical principles to achieve success.	
Perception of Organizational Support	Perceived organizational support is an employee's overall belief in how much the organization cares about and values their contributions.	1. My organization cares about my opinion.	(Wu et al., 2023)
		2. My organization really cares about my well-being.	
		3. My organization takes my goals and values very seriously.	
		4. Help is available from my organization when I run into problems.	
		5. My organization will forgive my mistakes, if I am honest.	
		6. The organization provides opportunities to improve my value and performance.	
		7. My organization shows very little concern for me.	

Variables	Operational Definition	Item	Resource
		8. My organization is willing to help me when I need help urgently.	
Organizational Commitment	Organizational commitment is a strong desire to remain a member of the organization, a willingness to try to follow the organization's desires and certain beliefs, as well as acceptance of the organization's values and goals.	1. I am willing to do any task to stay in this organization. 2. I am willing to work beyond normal levels to succeed in an organization. 3. I feel a strong sense of belonging to our organization. 4. The values our organization pursues are largely aligned with my values.	(Jang et al., 2021)
Employee performance	Employee performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.	1. Quality 2. Quantity 3. Determined time period. 4. Presence at work. 5. Cooperative attitude within the organization	(Laura Angelica et al., 2020)

Development of SEM Models

According to Ferdinand (2014), there are seven steps in SEM model analysis, including: (1) SEM model development is carried out with a series of scientific studies through literature review to obtain a conceptual framework for developing a theoretical model. (2) development of a path diagram or flowchart, for the second step in the theoretical model in the first step it is described as a path diagram. (3) Develop structural equations, where in this section the path equation model becomes a structural equation and measurement scale. And the third step in this model is depicted in the form of a path diagram. (4) input matrix and research model estimation using SEM as a covariance-based analysis tool. (5) analysis of possible problem identification. Basically, problem identification is identifying problems related to the inability of the model being developed to produce unambiguous estimates. (6) evaluation of suitability of model criteria. Testing the suitability of the model in SEM aims to determine the extent to which the model in this research can describe the research phenomenon without change. (7) For research models that do not meet the test completion requirements, the model can be read and modified.

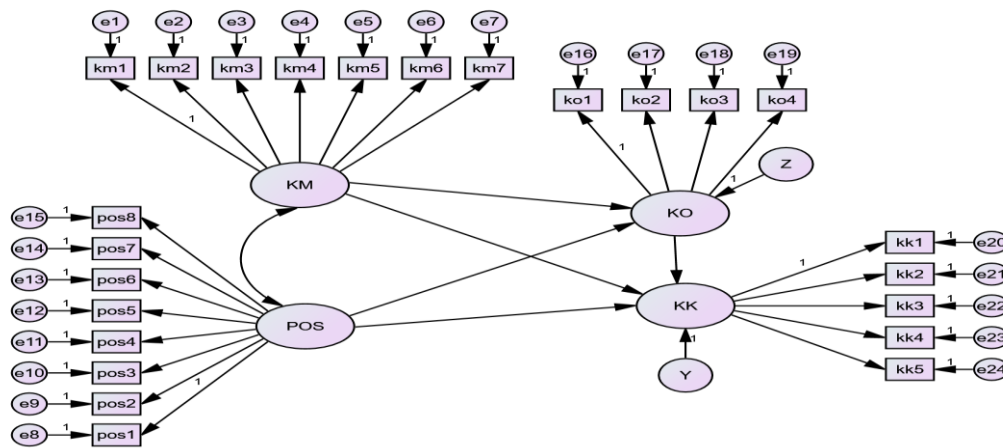


Figure 1
 SEM MODEL

RESULTS AND DISCUSSION

Ghozali (2016) states that descriptive statistics provide an overview of data in terms of the average value (mean), standard deviation, variance, maximum, minimum, number, range, kurtosis and skewness. Descriptive statistics are usually used to describe the profile of sample data before utilizing statistical analysis techniques that function to test hypotheses. In this research, the dependent variable is employee performance and the independent variables are servant leadership and perceived organizational support, while the mediating variable is organizational commitment. Descriptive Statistics Test Results are shown in the following table:

Table 2
 Descriptive statistics Analysis

Variables	N	Minimum	Maximum	Mean	Std. Deviation
Servant Leadership	133	1,00	5,00	4,1156	1,12739
Perceived Organizational Support	133	1,00	5,00	3,8477	0,65683
Organizational Commitment	133	1,00	5,00	4,0677	0,98143
Employee performance	133	1,00	5,00	4,0090	0,77922

Resource: Research result (2023)

Based on Table 2, observations made on 133 observations explain that the servant leadership variable has an average value of 4.1156 with a standard deviation of 1.12739. The standard deviation value is smaller than the average value, which shows that the data in the study is well distributed. Perceived Organizational Support has an average value of 3.8477 with a standard deviation of 0.65683. The standard deviation value is smaller than the average value, which shows that the data in the study is well distributed. The average value of Organizational Commitment is 4.0677 and the standard deviation value is 0.98143, and this value is much smaller than the average value, which shows that the data in this study is well distributed. Meanwhile, the Job Satisfaction variable has an average value of 4.0090 and a standard deviation value of 0.77922. And this value is much smaller than the average value, which explains that the data is well distributed.

Figure 2 below explains whether the model in this study meets the model fit criteria or not. To find out, it is necessary to test the full model by including all the variables, as shown in the picture below:

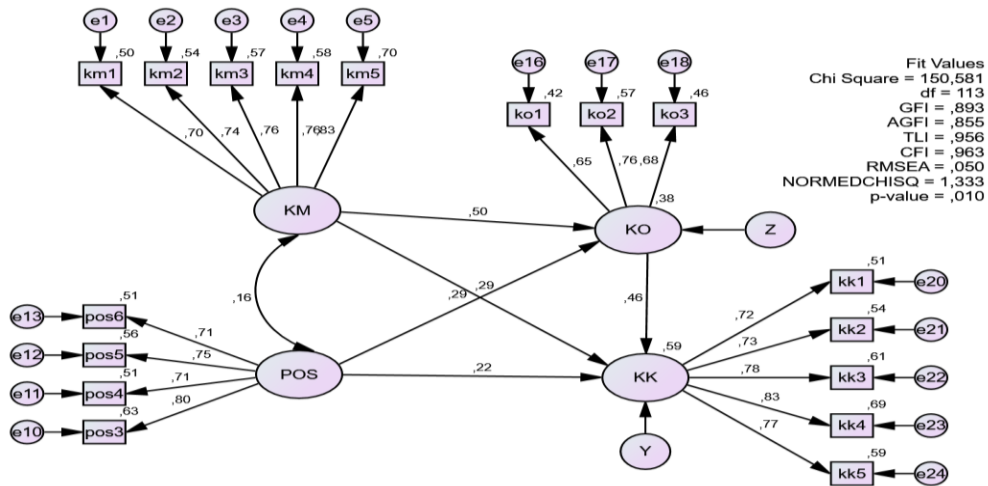


Figure 2
 Research Model Before Modification

The picture above shows that this research model has not fully met the Goodness of Fit Model criteria as required by Amos, because the GFI value, AGFI value, CFI value, TLI value and significance value are still low (marginal). Therefore, the research model needs to be modified by carrying out covariance between error values as suggested by Amos.

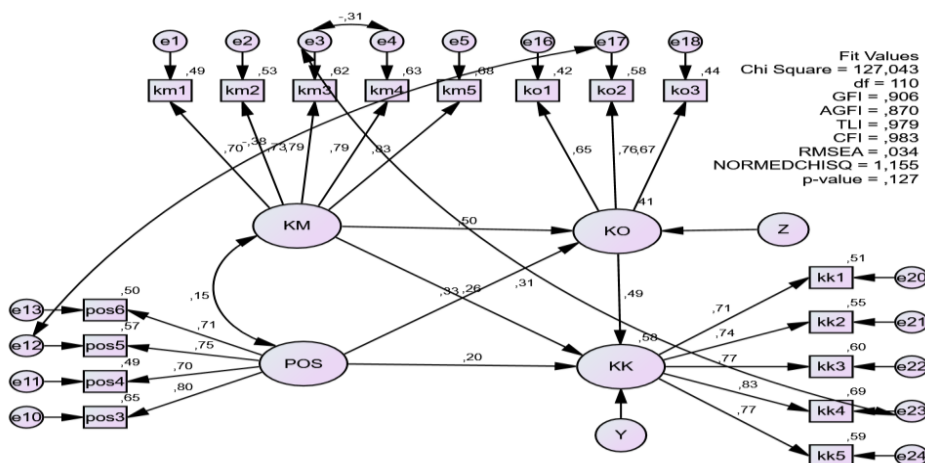


Figure 3
 Research Model After Modification

Figure 3 shows that after modification, all research model values are statistically appropriate, so it can be concluded that the model is fit. The model fit criteria are shown in the following table.

Table 3
 Model Fit Value After Modification

<i>Goodness of Fit Index</i>	<i>Cut-off Value</i>	Analysis Results	Model Evaluation
<i>X²-Chi-square</i>	Expected to be Small	127,043	Good
<i>Probability</i>	≥ 0.05	0.127	Good
GFI	≥ 0.90	0.906	Good
AGFI	≥ 0.90	0.870	Good
CFI	≥ 0.95	0.983	Good
TLI	≥ 0.95	0.979	Good
CMIND/DF	≤ 2	1.155	Good
RMSEA	≤ 0.08	0.034	Good

Source: Research result (2023)

Next, to find out the influence value, direction of influence and significance value of the influence of the independent variable on the dependent variable, an analysis of the estimated model values (parameter values) is carried out, with the estimated values used as shown in the table below.

Table 4
 Effect of Exogenous Variables on Endogenous Variables

			Stand. Estimate	Unstand. Estimate	S.E.	C.R.	P
Organizational Commitment	<---	Servant Leadership	0,5	0,431	0,1	4,307	***
Organizational Commitment	<---	Perceived Organizational Support	0,331	0,253	0,086	2,929	0,003
Employee performance	<---	Servant Leadership	0,257	0,233	0,094	2,472	0,013
Employee performance	<---	Organizational Support	0,204	0,164	0,077	2,122	0,034
Employee performance	<---	Organizational Commitment	0,49	0,516	0,143	3,617	***

Source: Research Results (2023)

The Influence of Servant Leadership on Organizational Commitment

The direct influence of Servant Leadership on Organizational Commitment is positive and significant with a standard estimate value of 0.50 (50%) with a CR critical ratio value (identical to t-count) which is much greater than C.R. The minimum required is 1.96 ($4.307 \geq 1.96$) and the significant value of 0.000 is smaller than 0.05, which means accepting H1 which states that servant leadership has a positive and significant effect on employee organizational commitment. The results of this research support previous research which stated that servant leadership traits and characteristics were found to have a significant effect on employee commitment (Howladar and Rahman, 2021). Furthermore, Ekhsan & Aziz, (2021) stated that servant leadership can encourage increased employee commitment to the organization. The same thing was also conveyed by (Primadi Candra Susanto et al., 2023), that servant leadership has a significant effect on employee organizational commitment.

The Influence of Perceived Organizational Support on Organizational Commitment

The direct influence of Perceived Organizational Support on Organizational Commitment is positive and significant with a standard estimate value of 0.331 (33.1%) with a CR critical ratio value (identical to t-count) which is much greater than C.R. The minimum required is 1.96 ($2.929 \geq 1.96$) and the significant value of 0.003 is smaller than 0.05, which means accepting H2 which states that Perceived Organizational Support has a positive and significant effect on Employee Organizational Commitment. The results of this research have validated several previous studies that have been conducted in various industries from different geographical areas. In several previous studies in various industries, it was found that employees who have positive perceptions of the company will significantly increase their commitment to the organization (Aprilani et al., 2021). Then, Sheikh, (2023) found that perceptions of organizational support have a significant effect on organizational commitment. Likewise, the findings of a study conducted by Eisenberger et al., (2020) said the perception of organizational support drives increased employee and organizational performance in the Western world. Perceptions of organizational support influence government employee retention in New Zealand (Arasanmi and Krishna, 2019).

The Influence of Servant Leadership on Employee Performance

The direct influence of Servant Leadership on Employee Performance is positive and significant with a standard estimate value of 0.257 (25.7%) with a CR critical ratio value (identical to t-count) which is much greater than C.R. The minimum required is 1.96 ($2.472 \geq 1.96$) and the significant value of 0.013 is smaller than 0.05, which means accepting H3 which states that servant leadership has a positive and significant effect on employee performance. Servant leadership is an understanding that is reemerging in the modern world where leaders are accountable to their followers. According to, Pakpahan et al., (2021) A servant leadership style can encourage increased employee performance. Then, Howladar & Rahman, (2021) said servant leadership influences employee high performance. According to research findings Palta, (2019), Employees' perceptions of servant leadership and organizational commitment do not vary according to gender, branch, years of service at school, and seniority factors. Employee organizational commitment and perceptions of servant leadership are related to each other and even have a positive relationship.

The Influence of Perceived Organizational Support on Employee Performance

The direct influence of Perceived Organizational Support on Employee Performance is positive and significant with a standard estimate value of 0.204 (20.4%) with a CR critical ratio value (identical to t-count) which is much greater than C.R. The minimum requirement of 1.96 is ($2.122 \geq 1.96$) and the significant value of 0.034 is smaller than 0.05, which means accepting H4 which states that Perceived Organizational Support has a positive and significant effect on Employee Performance. The results of this study are in line with Mihalanche & Mihalanche, (2022) found that work support during the COVID-19 pandemic, both perceived organizational support and supervisor accessibility, was associated with more positive changes in well-being related to increased employee performance and that this effect was due to a mediating effect by changes in employees' affective commitment to their work. Furthermore, Eisenberger et al., (2020) states that there is a positive and significant relationship with employee performance. Aprilani et al., (2021) said that organizations that continue to provide support to their workers will make workers more enthusiastic about working and have confidence in the organization.

The Effect of Organizational Commitment on Employee Performance

The direct influence of Organizational Commitment on Employee Performance is positive and significant with a standard estimate value of 0.49 (49%) with a CR critical ratio value (identical to t-count) which is much greater than C.R. The minimum required is 1.96 ($3.617 \geq 1.96$) and the significant value of 0.000 is smaller than 0.05, which means accepting H5 which states that Organizational

Commitment has a positive and significant effect on Employee Performance. According to, Pakpahan et al., (2021), Organizational commitment has a significant effect on employee performance. Furthermore, Retno et al., (2020) found that organizational performance is influenced by employee commitment to the organization. Furthermore, organizational commitment also influences the performance of state government employees in New Zealand (Arasanmi and Krishna, 2019). Then, Eliyana et al., (2019) and O'Connor & Crowley-Henry, (2019) stated that organizational commitment has a strong influence on performance. Organizational commitment also strengthens the performance of civil servants in Lampung (Soomro and Shah, 2019; Suharto et al., 2019).

The Influence of Servant Leadership on Employee Performance through Organizational Commitment as a Mediating Variable

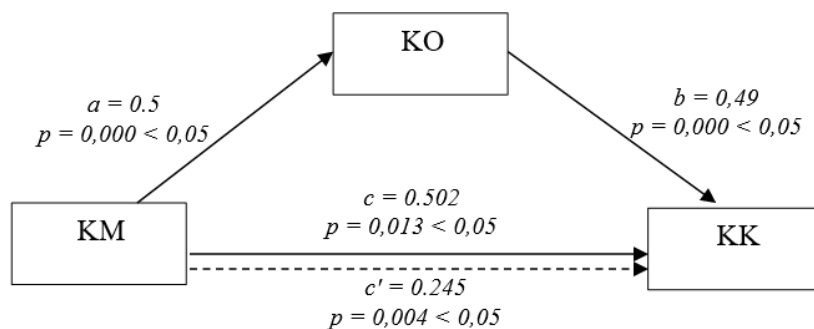


Figure 4
 Mediation Effect of KM-KO-KK

Based on Figure 4, it can be explained that path a consists of the relationship between Servant Leadership and Organizational Commitment, obtaining a significance value of 0.000. The significance of path b is Organizational Commitment to Employee Performance of 0.000. The significance of path c, namely Servant Leadership on Employee Performance, is 0.013. Meanwhile, the significance of path c', namely Servant Leadership on Employee Performance through the mediating effect of Organizational Commitment, is significant at 0.004. Based on the results of these calculations, it can be concluded that Organizational Commitment plays a role as a partial mediator in testing the influence of Service Leadership on Employee Performance. According to Baron & Kenny (1986) partial mediation or partial mediation occurs when the influence of the independent variable on the dependent variable when the mediator variable is controlled (c' = significant). The results of this analysis state that H6 is accepted.

The results of this research are in line with several previous studies which analyzed the relationship between servant leadership and employee performance through the involvement of organizational commitment variables. Ekhsan & Aziz, (2021) stated that employee commitment partially mediates the indirect influence of servant leadership on employee performance. According to, Pakpahan et al., (2021) Organizational commitment is an important factor that influences the indirect relationship between servant leadership and employee performance. Furthermore, Retno et al., (2020) said that servant leadership has a strong influence on employee performance which is mediated by the organizational commitment variable.

The Influence of Servant Leadership on Employee Performance through Organizational Commitment as a Mediating Variable

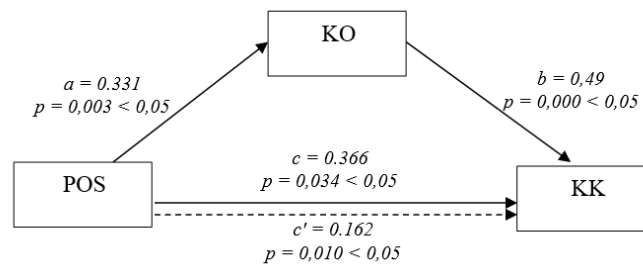


Figure 5
 Mediation Effect of POS-KO-KK

Based on Figure 5, it can be explained that path a consists of the relationship between Perceived Organizational Support (X) and Organizational Commitment (M), with a significance value of 0.003. The significance of path b is Organizational Commitment (M) to Employee Performance (Y) of 0.000. The significance of path c is Perceived Organizational Support (X1) on Employee Performance (Y) of 0.034. Meanwhile, the significance of path c' is Perceived Organizational Support (X) on Employee Performance (Y) through the mediating effect of Organizational Commitment (M) with a significance of 0.010. Based on the results of these calculations, it can be concluded that Organizational Commitment (M) acts as a partial mediator in testing the influence of Perceived Organizational Support (X) on Employee Performance (Y). According to Baron & Kenny (1986) partial mediation or partial mediation occurs when the influence of the independent variable on the dependent variable when the mediator variable is controlled ($c' =$ significant). Based on the results of this analysis, the H7 statement is accepted. The results of this research support several studies that have been conducted previously in various industries such as research results Arasanmi & Krishna, (2019) found that organizational commitment is a mediating factor in strengthening the influence of perceived organizational support on employee performance. Furthermore, organizational commitment was also found to act as a mediating variable in the indirect influence between perceived organizational support and employee performance outcomes (Mihalanche and Mihalanche, 2022).

CONCLUSION

Based on the results of data analysis and discussions that have been carried out, it can be concluded that servant leadership and Perceived Organizational Support have a positive and significant effect on employee organizational commitment. Then servant leadership, Perceived Organizational Support, and Organizational Commitment have a positive and significant effect on employee performance. Meanwhile, in testing the influence of the mediating effect, it was found that organizational commitment partially mediates the influence of servant leadership and perceived organizational support on employee performance.

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