

The Influence of Servant Leadership and Work Environment on Employee Performance through Work Motivation as a Mediation Variable at Pt. Kimia Farma Tbk



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ABSTRACT: Good human resources are those who are able to manage an activity effectively and efficiently, to carry out an efficient activity with the role of a leader, serving leadership can be a benchmark for making employee performance better, in this study employee performance is influenced by serving leadership, work environment and work motivation, the research will be conducted using the SEM-PLS analysis tool, the research being carried out is a quantitative study with a sample size of 190 with a sideways purposive method. This study supports the hypothesis of the influence of servant leadership and the positive and significant work environment on employee performance, as well as the indirect effect between servant leadership and the work environment through work motivation as a mediating variable, namely obtaining positive and significant results. These results imply for agencies PT. KIMIA FARMA Tbk covers the provinces of Lampung and Jakarta. Showing that from the results that have been obtained, serving leadership and an increased work environment will increase employee performance, and serving leadership and an increased work environment will increase work motivation. Suggestions or low scores from statements that have been spread on leadership variables that serve with the lowest statements are leaders who prepare the organization for positive developments in the future, it is recommended for leaders to pay attention to the following, in the work environment variable with my workplace statement there is no smell an, it is recommended for the work environment to be more sterile and not have a lot of unclear smells, for the comfort of the workers, the employee performance variable with the statement I work comes and goes home on time, it can be suggested for employees to come and go home on time, on variable of work motivation with the statement where I work provides equal opportunities for all employees to work, so it is recommended for companies to provide opportunities for workers and pay better attention to the following.

KEYWORDS: Leadership To Serve, Work Environment, Employee Performance, Work Motivation

I. INTRODUCTION

Companies and agencies will develop the capabilities of their employees by understanding the characteristics and abilities needed to obtain different functions so that they are aligned with organizational goals. One of the crucial factors for developing the quality of human resources in an organization or company is the leadership factor. According to Nuryati (2004). Leadership is an important role in supporting the achievement of organizational goals. The involvement of leaders in efforts to improve the quality of work and the growth of employee behavior is implemented in a leadership model known as servant leadership. Astohar (2012).

Research conducted by Handoyo (2016) explains that great leadership is a leader who serves, who can encourage or motivate others to continue working. It can be interpreted that there is an effort made by a leader who uses servant leadership to motivate the performance of his employees through the dimensions that are raised. This form of leadership positively influences employee organizational behavior and other individual-level outcomes, such as extra effort, satisfaction, organizational commitment, performance in roles, community behavior, organizational member performance. Mackenzie, et al., (2001). Basically, every government or private agency, not only expects employees who are able, capable and skilled, but most importantly they want to work hard and want to achieve optimal work results. For this reason, leaders should try to make employees have high motivation to carry out their duties or work. This is where the importance of the role of motivation to encourage employee morale in completing their work.

The work environment determines the improvement of employee performance, the success of public organizations is also very much determined by the ability of the organization to design a good work environment. According to research conducted by

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Palvalin (2017), the results show that evaluating the work environment and measuring the impact of changes in the work environment is important to do, because a good work environment will support employees to work better so that the performance obtained can be maximized. Performance is defined as behavior from the term "result" to describe the result of that behavior. Work performance as the value of a set of employee behaviors that contribute, both positively and negatively, to achieving organizational goals. Research Neeraj Kumar et al., (2015) writes that servant leaders inspire trust in followers which motivates them to reciprocate by providing superior performance"

Motivation is a desire that arises within employees that creates an urge to work (Robbin, 2014), motivation is a process of willingness to make high-level efforts to achieve organizational goals and affect organizational productivity and the task of being a leader is channeling motivation to be able to achieve organizational goals. . Therefore, it is very important for employee motivation to maintain and improve employee performance. According to research by Riyanto, Sutrisno, and Ali (2017), the results show that providing good motivation and giving more attention to employees can support employee performance. A person who is highly motivated is a person who makes substantial efforts to support the production goals of his work unit and the organization in which he works..

Employee performance is the result of employee work both in quality and quantity achieved by employees in a certain time according to the responsibilities given. To achieve good performance requires a long process. The level of success of performance can be done by monitoring and coaching as well as evaluating the level of success of the performance carried out. Certain companies often experience different treatment between male employees and female employees, companies assess that male employees have more nimble work behavior because they are physically stronger than female employees, or female employees who are wiser in making decisions with a thoughtful mind. and wear feelings

II. THEORITICAL FRAME WORK

Employee performance is the result of work done by employees in the form of quality or quantity. According to Rahayu (2019), performance is all efforts made by employees to achieve company goals. Regen, Johanes, Yacob (2020) said that performance is a series of activities carried out by employees to complete their work within a certain time to achieve results or company goals. According to Rifai (2005) Performance is the result of a person as a whole during a certain period in carrying out tasks, such as work standards, targets or target criteria that have been determined in advance and have been mutually agreed upon.

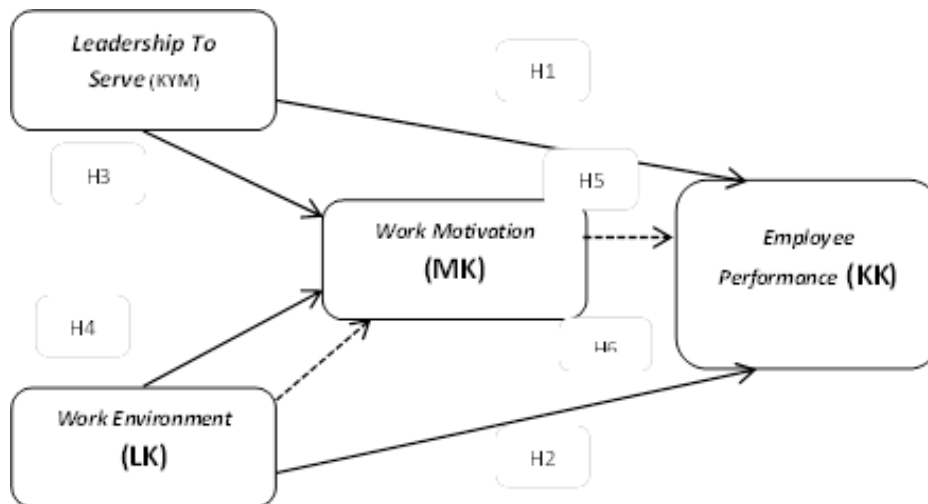
Servant leadership is a leadership style that is concerned with developments in the dynamics of his own life and that of his organization, namely the feeling that arises naturally to serve the community (Ningsih, et al., 2016). There is another opinion which states that servant leadership is a management style in leading and serving in the same circumstances, and there is direct interaction with the environment. Trompenaars and Voerman (2010).

The work environment is a very important component in employees carrying out work activities. A comfortable, conducive work environment will improve the performance of employees. According to Basuki (2005) the work environment is everything that is in the environment that can affect either directly or indirectly a person or group of people in carrying out the activities of the tasks they carry out. The work environment can affect employees at work including lighting settings, noise control, workplace cleanliness settings and workplace security settings.

According to Hasibuan (2014) motivation can be a motivating factor for employees to work harder. Motivation is a psychological urge that arises in a person to fulfill life's needs (Risambessy et al., 2012). Understanding motivation is very important because performance, reactions to compensation and other human resource issues influence and affect motivation. Approaches to understanding motivation vary, as different theories develop their own views and models. Providing better external and internal work motivation can encourage employees to work more productively.

Baseld on thel theloreltical elxplanation abovel, this relselarch will proposel thel following hypothelsels:

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Thinking Framework and Hypotheses. The research conducted consisted of independent variables and dependent variables where the independent variable or independent variable (X) is **The Leadership To Serve, Work Environment**. At the same time, the dependent variable or the dependent variable (Y) is **Employee Performance** as an intervening variable (M) **Work Motivation**. For the research hypothesis is as follows:

- H1: Servant Leadership has a positive and significant effect on employee performance
- H2: The work environment has a positive and significant effect on employee performance.
- H3: Servant Leadership influences positively and Significant to Work Motivation
- H4: The work environment has a positive and significant effect on work motivation.
- H5: Servant Leadership has a positive and significant effect on employee performance through work motivation.
- H6: The work environment has a positive and significant effect on employee performance through work motivation

III. METHODOLOGY

The research was conducted at the Central Statistics Agency of Lampung Province. In this study the independent variables are servant leadership and work environment (X1). The dependent variable is employee performance (Y). Furthermore, the intervening variable is work motivation (M). Research uses quantitative and qualitative data approaches and uses a Likert scale to measure attitudes, opinions, influences and perceptions of a person or group of people about social phenomena (Sugiyono, 2016). Determination of the sample is done by purposive sampling method, namely the method of selecting a sample to determine the model because of certain considerations. So the sample is not taken randomly but is determined by the researcher. The sample is part of the number and characteristics of the population (Sugiyono, 2016). According to (Hair in Mwetiumo et al. 2021), the recommended minimum sample size is 5-10 observations for each parameter being estimated. The method used in data analysis and hypothesis testing in this study is the Structural Equation Model – Partial Least Square Method (SEM-PLS). According to Noor (2014), SEM is a statistical technique used to build and test statistical models, usually in the form of causal models. In this study used descriptive statistical data analysis and Partial Least Square SEM which is an analysis used to develop or predict existing theories. Descriptive method is used to obtain a complete and precise description of the research objectives. In this case using a Likert scale of 5. Data analysis using Partial Least Square SEM. A study is used to develop or predict an existing theory. Measurement model analysis (Outer Model) includes convergent validity, discriminant validity, and reliability tests. And analysis of the Structural Model (Inner Model) and discussion of the results of hypothesis testing. Data processing uses the Structural Equation Model (SEM) model with the help of the SmartPLS v.3.2.9 application..

IV. RESULTS AND DISCUSSION

Descriptive Statistics. Researchers will use descriptive analysis techniques to obtain information about the characteristics of the respondents. Descriptive analysis is an analytical technique used to explain how the characteristics of data originating from an object of research can be described and understood properly. Discussion of the characteristics of the respondents in this study will display several aspects of the respondents such as gender, age, length of work. Descriptive data on the sex of the respondents in this study were mostly female, namely as many as 190 respondents in this study, the majority were female,

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namely as many as 127 respondents or 69.1%. And the number of respondents with male gender is 63 people or 29.9%. This shows that fewer men become workers at PT. Kimia Farma Tbk, respondents aged between 26-34 years amounted to 30.26% or as many as 78 respondents, and the lowest respondents were respondents aged more than 20-26 years amounting to 2.14% or as many as 10 people. And for respondents aged 45 and over as many as 37 respondents or 27.86%. Characteristics of respondents based on length of service in Table 4.3. Number of employees < 2 years frequency 35 and 26.7% and 2-4 years frequency 16.43%, then 4-6 years frequency 10 and 11.07%, 6-8 years 10 11.07% and > 8 years 110 35.36%.

Table 1. Characteristics of Respondents

Demographic Variables	Category	Frequency	Percentage
Gender	Male	63	29.9%
	Female	127	69.1%
Age	20-26 years	10	2.14%
	26-34 years	78	30.36 %
	35-45 years	65	30.00%
	>45 years	37	27.86%
working age	< 2 years	35	26.7%
	2 -4 years	25	16.43 %
	4 – 6 years	10	11.07 %
	6- 8 years	10	11.07%
	>8 years	110	35.36%

Measurement model. This study implemented covariance-based Structural Equation Modeling (CB-SEM) to test the proposed research model using Smart PLS software. The measurement model of this study used validity and reliability, which could be assessed through factor loadings that values should be greater be 0.5, average variance extracted (AVE) that value should be greater than 0.5, Cronbach alpha that value should be greater than 0.7, and composite reliability that value should be greater than 0.7 (Hair et al., 2016). Table 2 predicted values show that all the values fulfill the criteria of recommended values.

Table 2. Measurement model

CONSTRUCK NAME	ITEMS	FACTOS LOADINGS	CRONBACH ALPHA	CR	AVE
KK	KK1	0.840	0.905	0.924	0.606
	KK3	0.662			
	KK4	0.839			
	KK5	0.834			
	KK6	0.852			
	KK7	0.705			
	KK8	0.742			
	KK9	0.730			
KYM	KYM1	0.835	0.968	0.971	0.691
	KYM10	0.864			
	KYM11	0.858			
	KYM12	0.794			
	KYM13	0.843			
	KYM14	0.731			
	KYM15	0.667			
	KYM2	0.863			
	KYM3	0.825			
	KYM4	0.878			
	KYM5	0.881			
	KYM6	0.892			
	KYM7	0.827			
	KYM8	0.837			

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CONSTRUCK NAME	ITEMS	FACTOS LOADINGS	CRONBACH ALPHA	CR	AVE
LK	KYM9	0.848	0.886	0.909	0.557
	LK1	0.788			
	LK2	0.851			
	LK3	0.704			
	LK4	0.782			
	LK5	0.628			
	LK6	0.764			
	LK7	0.722			
MK	MK1	0.713	0.789	0.864	0.614
	MK2	0.807			
	MK3	0.877			
	MK4	0.728			

Structure model. After analyzing a measurement model, the next step is to test the proposed hypothesis using a structural model. This study uses the Path Coefficient as the research model within an acceptable range. Similarly, the Specific Indirect Effect Tests index implies an acceptable fit. The four predicted paths are significant. Therefore, H1, H2, H3,H4,H5,H6 were all supported in this study.

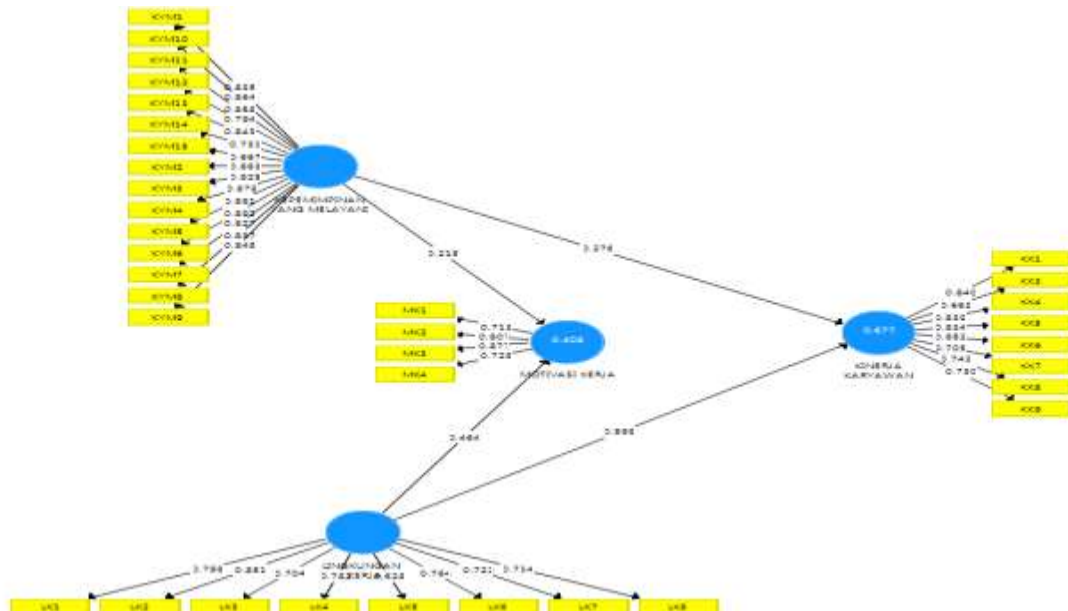


Table 3. Direct Relationship

Item	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	DETECTED
SERVANT LEADERSHIP-> EMPLOYEE PERFORMANCE	0.276	0.268	0.072	3.863	0.000	SUPORTED
SERVANT LEADERSHIP-> WORK MOTIVATION	0.215	0.205	0.095	2.267	0.000	SUPORTED
WORKING ENVIRONMENT -> EMPLOYEE PERFORMANCE	0.598	0.608	0.060	9.933	0.000	SUPORTED
WORK ENVIRONMENT -> WORK MOTIVATION	0.464	0.481	0.095	4.877	0.000	SUPORTED

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Explained that the mediation test was conducted to determine how the mediating variable affects the relationship between endogenous and exogenous variables in terms of the strength and direction of the relationship. Regarding path estimation and t-value.

Table 4. Intervening Impacts

Item	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	DETECTED
SERVANT LEADERSHIP-> WORK MOTIVATION -> EMPLOYEE PERFORMANCE	0.086	0.084	0.038	2.275	0.000	SUPORTED
WORK ENVIRONMENT -> WORK MOTIVATION -> EMPLOYEE PERFORMANCE	0.183	0.189	0.056	3.283	0.001	SUPORTED

The first hypothesis tests whether servant leadership has a positive and significant effect on employee performance. The test results show a t-statistic value of 3,863 and a p-value of 0.000. From these results it is stated that the t-statistic is significant. Because the t-statistic is greater than the t-table > 1.96 with a p-value <0.05, the first hypothesis is supported. This proves that leadership to serve has a significant positive effect on employee performance.

The second hypothesis tests whether the work environment has a positive and significant effect on employee performance. The test results show a t-statistic value of 2,267 and a p-value of 0.000. From these results it is stated that the t-statistic is significant. because the t-statistic is greater than the t-table > 1.96 with a p-value <0.05 so the second hypothesis is supported

The third hypothesis tests whether servant leadership has a positive and significant effect on work motivation. The test results show that the t-statistic value is 9,933 and the p-value is 0.000. From these results it was stated that the t-statistic was significantly positive. because the t-statistic is greater than the t-table > 1.96 with a p-value <0.05 so the third hypothesis is supported. This proves that servant leadership has a significant positive effect on work motivation.

The fourth hypothesis tests whether the work environment has a positive and significant effect on work motivation. The test results show a t-statistic value of 4,877 and a p-value of 0.000. From these results it was stated that the t-statistic was significantly positive. because the t-statistic is greater than the t-table > 1.96 with a p-value <0.05 so the fourth hypothesis is supported. This proves that the work environment has a significant positive effect on work motivation.

The fifth hypothesis is whether servant leadership has a significant positive effect on employee performance through work motivation as a mediating variable. Testing the indirect effect, namely mediating between variables, shows a value (t = 2.275, p values = 0.000), the effect of mediation shows partial mediation because exogenous variables also able to directly influence endogenous variables without going through mediating variables (Nitzl et al., 2016).

The sixth hypothesis is whether the work environment is positively significant on employee performance through work motivation as a mediating variable, testing the indirect effect that is mediating between variables shows a value (t = 3.283, p values = 0.001), the mediating effect shows partial mediation because endogenous variables do not go through mediating variable (Nitzl et al., 2016).

V. DISCUSSION

Discussion of Hypothesis Testing Results This section will explain the results of the research analysis. The purpose of this study is to determine the effect of integrity on performance. This study uses three dimensions, namely integrity, competence and motivation on performance. A total of four hypotheses were developed and tested using the Structural Equation Modeling (SEM) method and assisted with the SmartPLS 3.2.9 software, the results of this study show the following:

The Effect of Servant Leadership on Employee Performance

The first hypothesis tests whether servant leadership has a positive and significant effect on employee performance. The test results show a t-statistic value of 3,863 and a p-value of 0.000. From these results it is stated that the t-statistic is significant. Because the t-statistic is greater than the t-table > 1.96 with a p-value <0.05, the first hypothesis is supported. This proves that

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leadership to serve has a significant positive effect on employee performance, from the results it has been obtained that if servant leadership increases it will increase employee performance. Jason, et al., (2015)

The Effect of the Work Environment on Employee Performance

The second hypothesis tests whether the work environment has a positive and significant effect on employee performance. The test results show a t-statistic value of 2,267 and a p-value of 0.000. From these results it is stated that the t-statistic is significant because the t-statistic is greater than the t-table > 1.96 with a p-value < 0.05 so that the second hypothesis is supported, from the results that have been obtained and described that if the work environment increases it will improve employee performance. (Nuraini, 2013). (Stewart, 2009 in (Hidayat & Cavorina, 2017).

The Effect of Servant Leadership on Work Motivation

The third hypothesis tests whether servant leadership has a positive and significant effect on work motivation. The test results show that the t-statistic value is 9,933 and the p-value is 0.000. From these results it is stated that the t-statistic is significantly positive because the t-statistic is greater than the t-table > 1.96 with a p-value < 0.05 so that the third hypothesis is supported. This proves that servant leadership has a significant positive effect on work motivation, from the results it has been obtained that if servant leadership increases it will increase work motivation Nawawi (2006).

The Effect of the Work Environment on Work Motivation

The fourth hypothesis tests whether the work environment has a positive and significant effect on work motivation. The test results show a t-statistic value of 4,877 and a p-value of 0.000. From these results it is stated that the t-statistic is significantly positive because the t-statistic is greater than the t-table > 1.96 with a p-value < 0.05 so that the fourth hypothesis is supported. This proves that the work environment has a significant positive effect on work motivation. From the results that have been obtained if the work environment increases it will increase work motivation Dantyo, et al., (2014).

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

The fifth hypothesis is whether servant leadership is positively significant on employee performance through work motivation as a mediating variable. Testing the indirect effect of mediating between variables shows a value ($t = 2.275$, $p \text{ values} = 0.000$), the mediating effect shows partial mediation because exogenous variables are also able to directly influence endogenous variables without going through mediating variables (Nitzl et al., 2016). From the results that have been obtained, the effect is indirect or mediated, leadership to serve through work motivation as a mediating variable on employee performance, namely work motivation can mediate servant leadership on employee performance indirectly, if servant leadership increases indirectly through work motivation on employee performance will improve employee performance. Faizah, et al., (2020).

The Influence of the Work Environment on Employee Performance through Motivation as a Mediating Variable

The sixth hypothesis is whether the work environment is positively significant on employee performance through work motivation as a mediating variable, testing the indirect effect, namely mediating between variables, shows a value ($t = 3.283$, $p \text{ values} = 0.001$), the mediating effect shows partial mediation because endogenous variables do not go through mediating variable (Nitzl et al., 2016) From the results that have been obtained, the effect is indirect or mediated, the work environment through work motivation as a mediating variable on employee performance, namely work motivation can mediate the work environment on employee performance indirectly, if work environment increases then indirectly through work motivation on employee performance it will increase employee performance. Dantyo, et al., (2014).

CONCLUSIONS

The results that have been obtained in the discussion can be concluded as follows:

1. Servant leadership has a positive and significant effect on employee performance, the results of which can be supported from the hypothesis and it can be concluded that if servant leadership increases it will increase employee performance
2. The work environment has a positive and significant effect on employee performance, the results can support the hypothesis and it can be concluded that if the work environment increases, employee performance will increase.
3. Servant leadership has a positive and significant effect on work motivation, the results obtained support the hypothesis and it can be concluded that if servant leadership increases it will increase work motivation.
4. The work environment has a positive and significant effect on work motivation, the results obtained support the hypothesis and it can be concluded that an increased work environment will increase work motivation.
5. Serving leadership has a positive and significant effect on employee performance through work motivation as a mediating variable, the results obtained support the hypothesis and it can be concluded that work motivation mediates leadership to serve on employee performance with an indirect effect, it can be concluded that if leadership service increases then work motivation will indirectly improve employee performance.

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6. The work environment has a positive and significant effect on employee performance through work motivation as a mediating variable, the results obtained support the hypothesis and it can be interpreted that work motivation mediates the work environment on employee performance, indirectly it can be interpreted that if the work environment increases it will increase performance work indirectly through motivation variables.

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