

The Influence of Servant Leadership on Employee Performance at PT. Saudara Buana Samudera Through Job Satisfaction

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ABSTRACT

This research aims to examine the influence of the servant leadership model on employee performance at PT. Saudara Buana Samudera, with the mediator variable in the form of job satisfaction. This research uses a survey method by distributing questionnaires to employees PT. Saudara Buana Samudera. We selected the research sample using a purposive sampling technique and analyzed the data using the structural equation modeling (SEM) model. We expect the research findings to deepen our understanding of the impact of servant leadership on employee performance, and the role of job satisfaction as a mediator in this relationship. The management of PT. Saudara Buana Samudera aims to use the research results to develop more effective leadership and human resource management strategies.

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1. INTRODUCTION

Organizations are confronted with the task of enhancing employee performance in a highly competitive business environment in order to accomplish their goals (Suryani, 2023). Personnel who are highly efficient tend to demonstrate more productivity when doing their jobs and fulfilling their commitments (S. B. L. T. L. S. A. T. E. Wijaya, 2021). Enhancing worker productivity may greatly enhance a company's capacity to achieve sales, production, or service objectives with increased efficiency (E. Wijaya, 2023). Enhanced employee performance positively impacts the overall caliber of the company's products or services (V. E. Wijaaya, 2023). Professionals with advanced expertise generally exhibit a heightened level of attentiveness towards specific issues, conscientiously fulfill customer requirements, and continually endeavor to deliver best outcomes (Amelia, 2018).

Employees that are highly productive generally exhibit elevated levels of ingenuity and creativity (Y. S. D. M. F. R. A. L. Nasib, 2023). They possess the capacity to provide novel ideas, inventive solutions to difficulties, and substantial contributions to organizational innovation processes (S. Y. F. R. A. L. D. A. Nasib, 2023). Highly competent staff has the ability to deliver satisfactory service to clients (I. S. F. R. A. L. Nasib, 2023). These acts can enhance customer satisfaction, cultivate customer loyalty, and generate positive assessments, all of which are crucial for a company's reputation (Martin, 2018).

Enhancing the performance of the personnel can lead to a boost in the operational efficiency of the business (Chaniago, 2018). Proficient, knowledgeable, and outstanding personnel has the

capacity to execute tasks with enhanced swiftness and efficiency, thereby diminishing the duration and expenses linked to routine activities (F. R. A. L. S. S. Y. L. Nasib, 2023). An employee's exemplary performance can improve a company's reputation as a trustworthy and respectable workplace (S. B. E. E. N. Y. L. Nasib, 2023). By attracting top individuals in their respective fields, the organization may enhance its image among the general public and business partners (Ballian, 2020). In order to attain enduring success and guarantee the viability of the organization, it is crucial to have personnel who regularly demonstrate high performance (Nasib, 2019). Highly talented individuals has the capacity to aid firms in adjusting to market swings, surmounting difficulties, and creating new opportunities for growth and advancement (Nasib, 2022).

The sort of leadership employed in the firm is a key component in boosting employee performance (I. S. F. aR. A. L. Nasib, 2023). Servant leadership (Nasib, 2020) is a leadership approach that is gaining more and more attention. Servant leadership is a leadership philosophy that emphasizes the act of serving subordinates. According to this notion, a leader is expected to prioritize serving others before assuming the role of a leader (S. F. R. A. Y. L. Nasib, 2022) This notion highlights the significance of empathy, compassion, and the development of moral qualities in leadership (Salsabillah, 2022). Nevertheless, there is a scarcity of research that precisely investigates the impact of servant leadership on employee performance inside organizations, particularly in specific industries (Hou, 2022).

Servant leadership places a high importance on meeting the needs of individuals and fostering the development of employees (Isabel, 2021). Leaders that adopt this technique will enable individuals to maximize their capabilities by providing crucial training, guidance, and assistance (Mujeeb, 2021). This can serve as a catalyst for employee motivation, inspiring them to exercise greater diligence and enhance their skills, thereby elevating their total performance (Alemayehu, 2021). Servant leadership places a high importance on developing trust, empathy, and good connections between leaders and their subordinates (Ghanbari, 2022). Employees are more likely to feel motivated and engaged in their job when they perceive that their leaders actively listen to them, appreciate their efforts, and offer support (Ridlo, 2022). A strong rapport between leaders and workers may cultivate a positive and supportive work environment, eventually leading to enhanced staff efficiency (Nyoto, 2023).

Servant leadership prioritizes the common goals of the team or organization over the personal interests of the leader (Wanta, 2021). Leaders that employ this method frequently exhibit unwavering commitment, integrity, and allegiance to the mission and ideals of the business (Irawan, 2022). By fostering a shared attitude, enhancing responsibility, and bolstering adherence to organizational objectives, this can serve as a catalyst for employee motivation (Gaskin, 2022). Servant leadership prioritizes cooperation, open communication, and mutual support among team members (Ryhal, 2021). Leaders who apply this method will cultivate cooperation among employees, diminish harmful competition, and inspire teams to work together in accomplishing shared objectives (Lengkong, 2023). Implementing this can enhance productivity, foster creativity, and improve overall output quality (Rildwan & Festus, 2021).

Servant leadership places a high importance on the emotional and psychological well of workers (Sajjad, 2022). Leaders that exhibit the attributes of support, compassion, and empathy has the capacity to cultivate a work environment that is marked by optimism and amicability (Elche, 2023). Consequently, this can significantly decrease the levels of stress and anxiety experienced by workers (Liana, 2021). Employees who feel greater levels of job satisfaction and well-being are likely to enhance their productivity and performance to a larger degree (Khan, 2022).

PT. Saudara Buana Samudera, a corporation operating in certain sectors, likewise encounters difficulties in enhancing staff performance. Hence, it is crucial to undertake a study on the influence of servant leadership on the performance of employees at PT. Saudara Buana Samudera. In addition, it is crucial to take into account the significance of work satisfaction as a mediator in this context. This research aims to get a deeper understanding of the impact of servant leadership on employee performance at PT. Saudara Buana Samudera. Additionally, it seeks to examine the function of work satisfaction as a mediator in this connection. We anticipate that the findings of this

study will augment our comprehension of leadership tactics and human resource administration, hence bolstering employee efficacy within organizations.

2. RESEARCH METHOD

This research uses quantitative methodology and a cross-sectional design to collect data at a certain time. Quantitative methods facilitate precise quantification of the relationships between the variables under study. This research covers all PT workers. Buana Samudera Brothers. We took samples using the purposive selection method, which selected 56 individuals based on certain characteristics such as position level, work unit, and length of service in the organization. This research mostly uses questionnaires as the main tool. This questionnaire will have multiple sections, including questions about servant leadership, job happiness, and staff performance. To ensure data quality and consistency, we must use valid and reliable measurement scales. We will then analyze the collected data. Next, we will examine the collected data using appropriate statistical methodology, including path analysis through smart PLS-based structural equation modeling (SEM). TraWe will shift from using covariance-based to variance-based structural equation modeling (SEM) techniques. Variance-based structural equation modeling (SEM) primarily tests causal relationships and theoretical constructs, while partial least squares (PLS) primarily focuses on developing predictive models.

3. RESULTS AND DISCUSSIONS

Respondent Description

Table 1. Characteristics of Respondents Based on Gender

No	Gender	Amount	Percentage
1	Man	42	75%
2	Woman	14	25%
Amount		56	1

According to the provided table, it is evident that the gender distribution of employees indicates a majority of male respondents. Specifically, there are 42 male respondents, accounting for 75% of the total. Concurrently, there were 14 female participants, accounting for 25% of the total respondents.

Table 2. Respondents by Age

No	Age	Amount	Percentage
1	20 - 30 year	23	41%
2	31 – 41 year	21	38%
3	42 – 56 year	12	21%
Amount		56	100%

The table provides information on the age distribution of employees. It reveals that 23 respondents, or 41%, fall within the age range of 20-30 years. Similarly, 21 respondents, or 38%, belong to the age range of 31-41 years. Lastly, 12 respondents, or 21%, are in the age range of 42-56 years.

Hypothesis Test Results

Tabel 3. Hypothesis Test Results

		Original Sampel (O)	Sampel Mean (M)	Standart Deviation (STDEV)	Statistik (IO/STDEV)	P Values
Servant Leadership -> Job Satisfaction		0.671	0.682	0.021	3.148	0.001
Servant Leadership -> Employee Performance		0.762	0.779	0.057	2.360	0.000
Job Satisfaction -> Employee Performance		0.527	0.539	0.326	2.581	0.001
Servant Leadership -> Job Satisfaction -> Employee Performance		0.474	0.492	0.063	2.291	0.002

The Influence of Servant Leadership on Job Satisfaction

The research findings indicate that servant leadership has a substantial impact on employee work satisfaction at PT. Saudara Buana Samudera. The findings of this study align with the findings of other research, which indicated that servant leadership had a notable impact on work satisfaction (Hamalawi, 2022)(Bevanda, 2022)(Buntuang, 2021). As stated by (Sahibzada, 2021), this phenomenon occurs because leaders that apply servant leadership focus the needs, interests, and development of their people. Additionally, (Abdullah, 2022) underscored the significance of leaders who provide assistance, guidance, and motivation in order to facilitate individuals in reaching their utmost capabilities in their professional endeavors. This promotes increased levels of employee engagement, acknowledgment, and contentment with the employee's job.

This research is highly applicable to the effective management of PT. The Buana Samudera brothers want to contemplate employing a servant leadership approach in their managerial methodologies. By enhancing the knowledge and comprehension of these concepts among corporate leaders and providing the requisite training and development prospects, organizations may provide a more streamlined, unified, and gratifying work environment for their employees. Nevertheless, it is crucial to recognize that this research is subject to several constraints. An alternative approach is to employ quantitative approaches, which could not comprehensively encompass all the intricate facets of servant leadership and work satisfaction. Hence, carrying out further investigation employing qualitative technique or case studies might provide a more profound comprehension of the complexities of the relationship between servant leadership and work satisfaction in the higher education institution (HEI) setting. Buana Samudera Brothers.

The Influence of Servant Leadership on Employee Performance

The results suggest that the practice of servant leadership has a beneficial influence on the performance of employees at PT. Saudara Buana Samudera. The findings of this study align with prior research, which indicated that servant leadership had a substantial impact on employee performance (Truong, 2021)(Supriyanto, 2022)(Shen, 2024). According to reference (Yoon, 2021), leaders who practice servant leadership prioritize the needs and growth of their people, offer the required guidance and assistance, and inspire and motivate them to reach shared objectives (Vuong, 2023). This fosters a positive rapport between leaders and subordinates, so enhancing employee trust, engagement, and dedication to both their work and the organization.

These findings suggest that the management of PT. Saudara Buana Samudera should consider incorporating the notion of servant leadership into their leadership and human resource management strategies. Companies may enhance overall employee performance and achieve organizational goals more efficiently by offering suitable training and assistance to corporate leaders to cultivate servant leadership abilities. Nevertheless, this research is limited in its capacity to make broad conclusions because it just focuses on one specific organization. Hence, doing more research with a broader sample size or across other industries can yield a more holistic comprehension of the impact of servant leadership on employee performance.

The Influence of Job Satisfaction on Employee Performance

The data suggest that work satisfaction has a substantial influence on employee performance at PT. Saudara Buana Samudera. Employees that experience contentment with the work environment, working conditions, remuneration, and interpersonal connections are more likely to demonstrate enhanced performance. The findings of this study align with prior research, which shown that work satisfaction has a noteworthy influence on employee performance (Hong, 2021)(Megawati, 2022)(Tian, 2021). As stated by reference (Johansson, 2021), job satisfaction generates intrinsic motivation among individuals, leading them to perform at their best in their profession. Subsequently, it was underscored that employees who experience appreciation, recognition, and a harmonious equilibrium between work and family life are inclined to exhibit higher levels of motivation in pursuit of both individual and organizational objectives (Pham, 2020).

The findings suggest that PT. Saudara Buana Samudera's management should prioritize the aspects that impact employee work satisfaction in order to enhance the company's overall success. This include enhancing reward and recognition mechanisms, enhancing employee communication and engagement, and offering pertinent training and professional growth opportunities.

Nevertheless, this research is constrained by other constraints, including its inability to extrapolate the findings to a broader context due to its exclusive focus on a single organization. Hence, doing more research with a broader sample size or across other sectors can yield a more exhaustive comprehension of the correlation between work happiness and employee performance.

The Influence of Servant Leadership on Performance Through Job Satisfaction

The findings suggest that servant leadership has a favorable impact on staff performance at PT. Saudara Buana Samudera by enhancing job satisfaction. The research findings align with other studies, which have demonstrated that servant leadership exerts a substantial influence on employee performance by fostering work satisfaction (Altinay, 2022)(Putri, 2023)(Ulfah, 2023). As stated by reference (Aqdas, 2021), work satisfaction acts as a mediator, serving as a crucial conduit via which servant leadership impacts employee performance. Moreover, (Dimotakis, 2020) highlighted that individuals who experience satisfaction with the work environment and their connections with superiors are more likely to exhibit higher levels of motivation and engagement in their job, resulting in enhanced performance.

These findings suggest that PT. Saudara Buana Samudera management should prioritize the role of servant leadership in order to establish a work environment that fosters employee job satisfaction. This include offering training and assistance to firm executives in order to cultivate servant leadership abilities, while also enhancing initiatives aimed at enhancing employee work satisfaction. Nevertheless, this research is constrained by other constraints, including the difficulty to extrapolate the findings due to its exclusive emphasis on a solitary organization. Hence, doing more research with a broader sample size or across other industries can yield a more holistic comprehension of the correlation between servant leadership, work satisfaction, and employee performance.

4. CONCLUSION

The research findings indicate that servant leadership has a substantial impact on staff performance at PT. Saudara Buana Samudera, with job satisfaction acting as a mediator. Servant leadership, which prioritizes serving subordinates, fostering character development, and cultivating positive connections, fosters a work atmosphere that enhances employee job satisfaction and motivation. Job satisfaction acts as a mediator, serving as a crucial pathway via which servant leadership impacts employee performance. Employees who have high levels of job satisfaction and have positive relationships with their supervisors are more likely to be motivated and involved in their work, leading to enhanced performance. The recommendations derived from this research are as follows: PT. Saudara Buana Samudera's management should contemplate offering additional training and development opportunities to corporate executives to enhance their servant leadership abilities. This may encompass workshops, seminars, or specialized training programs that prioritize the significance of service, empathy, and character development in leadership. Companies have the ability to implement more measures to enhance programs that are designed to boost employee work satisfaction. This may involve evaluating human resources policy, implementing more appealing incentives or rewards, and initiatives to enhance workplace communication and interpersonal connections. The company's management must conduct periodic assessments of the application of servant leadership and employee job satisfaction. This procedure may entail conducting surveys or interviews to acquire input from employees on their degree of contentment with the current leadership and work atmosphere, as well as to evaluate the efficacy of the established initiatives. Moreover, doing additional study with a more extensive sample size or across other sectors can yield a more profound comprehension of the impact of servant leadership on employee performance. This study may also use a qualitative methodology to delve deeper into employee experiences and views.

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