# THE EFFECT *OF SERVANT LEADERSHIP* AND WORK MOTIVATION ON THE PERFORMANCE OF STATE CIVIL APPARATUS THROUGH ORGANIZATIONAL COMMITMENT

**Suarni Norawati, Riski Rahayu, Zamhir Basem**
*Postgraduate Management Program STIE Bangkinang, Indonesia*
*Correspondent author:* suarni.norawati@yahoo.co.id

*Abstract : Good service can be provided by employees who have good performance, there are many factors affect performance. This study aims to examine the effect of servant leadership on organizational performance and commitment and the influence of servant leadership on performance through organizational commitment. This study used a research sample of all employees of Pratomo Bagansiapiapi Hospital, totaling 146 people. Data analysis was performed using descriptive statistics using smart PLS. The results of the data analysis concluded that statistically descriptively it is known that employee performance is in a good category but not optimal, as well as servant leadership, work motivation and organizational commitment. The results of hypothesis testing found that 1) there was a significant influence of servant leadership on organizational commitment, 2) there was a significant effect of motivation on organizational commitment; 3) there is a significant influence of organizational commitment on employee performance; 4) there is no significant influence of servant leadership on performance; 5) there is an influence of work motivation on performance; 6) there is the influence of servant leadership on performance through organizational commitment; 7) there is an influence of work motivation on performance through organizational commitment.*

*Keywords: Performance, Organizational Commitment, Motivation, Servant Leadership*

## 1. Introduction

Administration hospital should base on to humanity, ethics, professionalism, benefits, fairness, equal rights, anti-discrimination, equity, protection, safety patient, and have social function. Based on Regulation Minister of Health No. 56 year 2014. The hospital is divided into two, namely public hospitals (hospitals that provide health services) on all field and type disease and specialty hospitals (hospitals that provide primary care to a particular field or type of disease based on scientific disciplines, groups age, organs, types disease or specialty other). Services provided by public hospitals include medical services, pharmacy, nursing and midwifery, clinical support, non-clinical, and outpatient stay. Hospital general own type or class that is class A B C, And D. Classification of the hospital is based on the facilities and types of services provided by the hospital.

Based on this classification, the Pratomo Bagansiapiapi Regional General Hospital (RSUD) has a class D type. Therefore, the health aspect is very important for the growth of a region, the current problem is not yet optimal fostering of a clean and healthy lifestyle in the community, low environmental health degree and low quality and affordability, as well less evenly health services. Hospital with type this class D Still Lots Which need fixed especially on performance employee. Success something Hospital very determined by quality source Power

human he has. Based on Article 12 of the 2009 Law on housing sick, human resources consist of medical personnel, medical support, personnel nursing, pharmacy staff, hospital management staff and non-workers health.

Nurse is power professional, which role no can ruled out from all form service Hospital. Role This This is because the nurse's job requires the longest contact with the patient. Various the behavior of nurses who are currently found there are still nurses who often come coming late to work, there are nurses who are passive towards work, there are nurses Which No appropriate time in finish his job And Still There is part nurse Which leave task at what hour Work without explanation Which legitimate. Condition in on raises problem for leader And House there is still more to be considered by a personnel manager namely decreased work motivation experienced by nurses. Therefore, need created something condition Which can give satisfaction need nurses, given that the thing that motivates nurses' work and commitment organization is still a barrier in achieving performance Which expected.

Therefore, Pratomo Bagansiapiapi Hospital is also required to Keep going increase service health which improving satisfying for public. Party leader Also need notice condition employee Which like This so that able to maintain the professionalism of employees. Based on the results of initial observations and interviews done with management about performance clerk, the authors found a number of phenomenon happen. This table below show the result of Employee Performance:

**Table 1: Results of Employee Performance Assessment at Pratomo Bagansiapiapi Hospital**

| No. | Elements of Assessment | 2020 | | 2021 | |
|---|---|---|---|---|---|
| | | (%) | Ket | (%) | Ket |
| 1. | OrientationService | 80 | Good | 80 | Good |
| 2. | Integrity | 81 | Good | 78 | Good |
| 3. | Commitment | 83 | Good | 74 | Enough |
| 4. | Discipline | 82 | Good | 77 | Good |
| 5. | Cooperation | 80 | Good | 76 | Good |
| | **Amount** | **406** | | **385** | |
| | **Average** | **81%** | | **77%** | |

*Source : Pratomo Bagansiapiapi Hospital, 2022 .*

Based on Table 1, shows that for the last two years from 2020-2021 there has been a decrease in employee performance, especially in terms of commitment. Based on observations in the field, there are still communication errors between employees, for example when nurses are asked for reports related to patients, there are still those who have not reported according to the specified time, so it can be seen that there is less cooperation between one employee and another employee Which other. Decreased employee performance due to too much workload so that cause saturation also for employee with routine work like that-that's all that distinguishes only the number of patients who handled could be more or could be less. Therefore, work motivation Which decrease often experienced by employee And trigger descent performance employee.

Lots method Which Can done by party Hospital This For increase performance employee, for example with motivating employee create environment Work Which comfortable, give education, And training, gift compensation as well as distribution task Which in accordance with position. Medical employees such as midwives and nurses are in direct contact with pressure from superiors, they must be able to handle patient complaints and his family, face patient in

emergency, employee Also demandedimplementing excellent service standards, ready to become a doctor's partner in every cases in treating patients with communicable and non-communicable diseases, patient accident And other etc. No only stress Work, exists organizational commitment which need fixed, besides through questionnaire done Also interviews with hospital management that organizational commitment Not yet walk maximum like Still exists a number of employees. Which No dare to take risks in making decisions, so it should always be wait order from his boss, not enough obey regulation Which has agreed. Based on direct observation, there are still employees who are late come, lack of support from the organization for comfortable work so ignoring organizational commitment and still lack of thoroughness from employees in Work (Garaika & Jatiningrum, 2020)

Bayram and Zoubi (2020), analyze the influence *of Servant Leadership* on individual performance individual performance using 270 employees. Results *analysis moment of structural* show that application *Servants* Bad *leadership in its implementation has a significant impact* on improving employee performance. Azizah et al (2019) analyzed the effect work motivation on organizational commitment using 42 teachers Measurement motivation Work use construct motivation Work *Maslow's hierarchy of needs* (Mas'ud, 2004).

The purpose of study aims to examine: 1) the effect *servant leadership* to commitment organization. 2) the effect motivation Work to commitment organization. 3) the effect commitment organization on performance employees. 4) the effect *of servant leadership* to performance employees. 5) the effect motivation Work to performance employees. 6) the effect of *servant leadership* on employee performance through organizational commitment. 7) the effect of motivation Work effect on performance employee through commitment of organization.

## 2. Literature Review
### Performance Concept

Theory expectation argued that strength from something tendency ForAct with something method certain depend on strength from something hope that action That will followed by something output certain Andon the attractiveness of the output to the individual. Explanation of the theory expectation is understanding goals a individual And connection between effort and performance, between performance and rewards and finally between rewards And he satisfied objective individually (Robbins, 2014). State Civil Apparatus (ASN) or formerly known as Employees Civil Servants (PNS) are required to produce performance (work results based on maximum work behavior. Republic of Indonesia Government Regulation Number 30 Year 2019 About Assessment Performance Employee Country Civil explain that behavior Work covers a number of aspect, that is orientation service; commitment; work initiatives; Work The same; And leadership. Regulation Government Republic Indonesia Number 30 Year 2019 Concerning Civil Servant Performance Assessment, it explains the employee's performance Country Civil (PNS) is results Work Which achieved by every civil servant on organization/unit in accordance with employee performance targets and work behavior. Target Performance Employee Which furthermore abbreviated SKP is plan performance And target Which will achieved by a civil servant Which must achieved every year. There is a number of principles in conducting performance appraisal, namely; objective, measurable, accountable, and participative, as well as transparent.

Measurement performance based on pp. Number 30 Year 2019 on Chapter 29 explains that civil servants are required to measure performance through the system measurement performance, measurement performance done to: SKP with compare the SKP Realization with the SKP Target according to the plan predetermined performance; and Work behavior by

conducting assessments behavior Work; Measurement performance held based on data support regarding the progress of performance that has been achieved in each measurement period performance. Performance measurement can be done every month, quarterly, semiannually, or annual as well as documented in document measurement performance according to the needs organization.

In measurement performance, realization performance civil servant can exceeding performance targets; as well as the realization of civil servant performance that exceeds the performance target own mark achievements performance most tall on number 120 (one hundred two twenty). Wirawan (2009) explains that there are various metrics can explain tall or low performance individual, that is; 1 ) Quantity results Work, that is ability Which owned individual in finish a number results task daily. 2 ) Quality results Work, that is individual ability to show the quality of work in terms of accuracy and tidiness. 3 ) Efficiency, namely the completion of individual work quickly and appropriate. 4 ) Discipline Work, that is willingness individual in obey regulation organizations related to the timeliness of entering or leaving work and amount presence. 5 ) Accuracy ability individual in carry out work as directed by the leader. 6 ) Leadership, that is ability individual for convincing person other so that can done in a manner maximum For carry out task tree. 7 ) Honesty, namely the sincerity that the individual has in carrying out his duties and the ability not to abuse the authority given to him. 8 ) Creativity, is the ability to submit ideas or suggestions new Which constructive for the sake of smooth work, reduce cost, repair results work and increase productivity Work.

Cruz Carvalho et al., (2020) measure performance with using: (1) Performance task is behavior employee Which in a manner direct involved in the process of forming organizational resources in the form of settlements responsibilities and public services produced by the organization; (2) Performance Contextual is activity Which contribute in maintain organization, social And environment psychological in a manner No formal needed as part of the job; and (3) Adaptive Performance is an ability employee in adapt with environment place they Work And environment around.

**Understanding And Measurement *Servants leadership***

Leadership defined as effort influence follower through process communication For reach objective certain. Definition the contains elements; First, leadership involves the use of influence. The second element concerns the importance of the communication process, clarity and accuracy communication influence behavior and performance subordinate. Element final namely achievement objective. Leader Which effective Possible must deal with objective individual, group, And organization. para expert usually gives definitions in various ways regarding leadership (Sjahruddin and Sudiro, 2013). Leadership is Suite activity arrangement Which manifested as the ability to influence the behavior of others in situations in order to be willing to work together to achieve agreed goals (Robbins & judges, 2017).

*Servant leadership* become alternative inner leadership period reform bureaucracy, that If formerly leader in all activities of the State Civil Apparatus served, in the present era leaders are obliged to provide services even in this current era Still very limited style leader oriented on service on public. Role leader as catalyst source Power man in organization forget Wrong One aspect main. Leadership Which worn in an era specialization and the mere pursuit of profit, is now no longer feasible and proper for use in the knowledge and integration era, a new approach in leadership, that is Which in a manner simultaneous Can increase growth personal subordinate as well as repair quality And service institution with strive for personal involvement of every member of the organization in decision-making processes and ethical and responsible behavior

so need approach new in world leadership (Nuryati, 2014).

The involvement of leaders in efforts to improve the quality of work as well the growth of employee behavior is applied in a leadership model Which known as leadership Which serve or *Servants leadership* (Astohar, 2012). Moment This happen shift characteristics leadership. Like Which disclosed Spears, (2010), the discussion abouttransformational *leadership* with other forms of leadership states that there are many similarities between *Servant leadership* and *transformational leadership leadership* . Similarity the related with characteristics *vision*, *influence, credibility, trust,* and *services*. However, *Servant Leadership* has levels more tall from *transformational leadership* Because there is equalization (*alignment* ) leader motives and subordinate.

*Servant leadership* own similarity with *transformational leadership* and *Leader-Member Exchange* (LMX) Leader with the LMX will develop significantly *trusting* and *mutually beneficial relationships with employees* The same like servant leader Which develop *strong supportive relationships with all employees and a* (Spears, 2004). Application *servant leadership* in the organization is basically to improve the performance of subordinates. Spears (2010) say that, *servant leadership* own some characteristics: 1) *Listening* (listen). Leader with style *servant leadership* is a leader who wants to appreciate and listen to complaints employee. 2) *Empathy* (empathy). *Servant leadership* is a leadership style that own respect and understand people's feelings other. 3) *healing* (healing). 4) *Servants leadership* capable creating emotional and mental healing for the leader himself. 5) *Commitment to the Growth of People* (commitment to develop subordinate). Leaders are committed to helping employees to Can always grow And develop, Good in a manner character nor in work thing. 6) *building Community* (build community). *Servants leadership* build community to provide a place where employees can feel comfortable, safe, and can establish a good relationship between one another with Which other. 7) *Stewardship* (openness). *Servant leadership* teaches openness in building a relationship to build people's trust other. 8) *Foresight* (accuracy). Become leader must have accuracy When face everything something. 9) *Conceptualization* (conceptualization). Think period long and conceptualized in encounter a problem And challenge Which There is. 10) *Persuasion* (persuasion). *Servant leadership* seeks to build confidence employee and all party Which related with his efforts with persuasion. 11) *Awareness* (awareness). Style leadership *Servants leadership* instills awareness on organization and that employee led.

**Understanding And Measurement Motivation Work**

Some experts provide a limited definition of motivation in its nature diverse However relatively own similarity with limitation definition Which stated by another expert, Risambessy et al., (2011) stated that motivation is a psychological urge that arises in a person to fulfill need his life . On basically a Work out of desire fulfil need his life. push desire on self somebody with person Which other different so that behavior man tend diverse in in Work. Poniman And Saryanti (2017) explain If motivation is factor which gives hope, that is Work hard in reach performance expected with performance can give results by interest activity Which done.

The statement is relevant to other definitions, that work motivation canboost morale and make the employee have more energy to produce good performance (Lazaroiu, 2015). Someone who hasHigh work motivation can create an atmosphere of the work environment conducive and help workers to fulfill what employees need (Shahzadi et al., 2014). Hasibuan (2014) says work motivation is the driving force Which create excitement For Work, Work The same, work effective And integrated with all Power his efforts For reach satisfaction Work. Kadarisman (2012) say work Which done by a manager in give inspiration, Spirit And encouragement to

person else, in matter This his employees For take actions. Giving encouragement This aim for remind people or employee so that they are eager to work and can achieve results as desired from people the.

Studies conducted Murty, (2012) analyzed work motivation with using organizational factors as indicators (Gomes, 1997; in Murty, 2012), that is: 1) Payment of salary (*pay*), is the apparatus' response to payment from the organization to himself as remuneration for work Which he did. 2) Security Work ( *jobs security* ), is hope apparatus to continuity his job Where they obtain clarity on promotion, career, security And safety Work. 3) Connection fellow worker ( *co-workers* ), is level closeness connection Where apparatus interested For cooperate And motivated For still together team in a organization Which The same. 4) Supervision (*supervisor*), is the monitoring of behavior, activities or information Which done with involve apparatus for objective gather information, influence, shade or direct. 5) Praise (*praise*), is saying Which given leader to subordinate Which hear it feel flattered, Which Then give motivation to work subordinate. 6) Work That Alone ( *jobs itself* ) is circumstances Where employee find tasks Which interesting, chance For Study And chance For responsible answer in his job.

**Understanding And Measurement Commitment Organization**

Organizational commitment is a self-identifying attitude and behavior employees as components that play a role in the process of activities of the organization, and have a sense of loyalty with the organization to lead and achieve direction and the goals of the organization (Wibowo, 2014). Luthans (2006) further defines commitment organizational as desire Which strong For still become member an organization; Willingness For Work hard on Name organization; Trust certain And reception individual to values And objective organization. Organizational commitment is apparatus loyalty to the organization and processes that continue with and on behalf of member organization show attention to success organization. A typology of organizational commitment is formulated in Sjahruddin's three components and Sudiro, 2013), that is:

1) *Affective commitment* become size somebody in  own commitment organization form exists connection soul with fellow employee other And engagement with values organization.
2) *Continuance commitment* is commitment based on consideration Which ripe about For And to lose when go out from organization.
3) *normative commitment* showed with attitude And deed so that always obedient and even willing to sacrifice to always be in the organization.

Employees who have a high commitment feel the existence of loyalty and sense of belonging to the organization; have a strong desire to stay with organization; involved truly in his work; And displays Act that behavior in accordance with organizational goals. In the *behavioral approach* , organizational commitment consists of three areas belief or behavior Which displayed by employee to institution where he works. These three areas (White, 1995; in Srimulyani, 2009), is: 1) Belief and reception to organization, objective, And  values Which There is in the organization. 2) There is desire For try as good Possible in accordance  with organizational wishes. This includes postponing holidays for the benefit of the organization and the form of sacrifice others without expect personal gain as soon as possible. Somebody Which too committed on organization will tend experienced stagnation in his career and tended to decrease in development himself (*self-development* ); and when commitment reflects identification and involvement in the organization, then the organization will benefit by decrease turnovers, exists performance which are more Good (Mathieu and Zajac, 1990; in Srimulyani, 2009).

Nadir (2017) analyze influence *Servants leadership* to Apparatus organizational commitment, *Servant Leadership* using that construct used Spears that is; listen, empathy, cure, attention, persuasion, conceptualization, forecasting, task to manage, commitment, And build community. Whereas variable commitment organization using indicators of affective commitment, continuance commitment, and commitment normative. Sample 253 employees used as sample. Analysis data use AMOS *structural Equation Modeling* (SEM) shows that the influence of *Servant Leadership* on organizational commitment is significant positive. Azizah et al (2019) analyze influence motivation Work to organizational commitment by using 42 Master Motivation measurement Work use construct motivation Work *Maslow's hierarchy of needs* which consists from: need physique, need feeling safe and safety, necessity socialization, need will award, And need embodiment self. Then For commitment organization uses 2 (two) of *the commitment organizational scale* Allen and Mayer (1991) namely *continuance commitment* and *normative commitment* . Results analysis *partial Least Square (PLS)* with help *software Smart pls* give proof If motivation Work influential positive No significant to teacher organizational commitment.

Azanita (2016) analyzed the influence of Work Motivation on Employee Performance through Organizational Commitment. The research sample is 133 employees. Work motivation used refers to Ryan and Deci (2008) in Wirawan (2015) are the dimensions of amotivation and extrinsic motivation dimensions. Measuring employee performance refers to the measurement used by Wirawan (2015), namely: the achievement dimension work, dimensions of work behavior, and dimensions of personal nature. For organizational commitment use *organizational commitment scale* as well as One additional commitment from Wirawan (2015) is the affective dimension, the commitment dimension sustainable, dimensions commitment normative, And dimensions between. Results analyst track provide evidence that; work motivation positive and significant effect on commitment organization employee.

Arianto et al., (2020) analyzed the influence of *Servant Leadership* on performance. a number 32 police used as sample. *Servants leadership* using measurements Dennis and Bocarnea in Arianto et al., (2020) *Servants leadership Assessment instruments* (SLAI) that is; love Which purity, humility, vision, trust and empowerment. Then for performance using Robbins' measurement in Arianto et al., (2020) that is; quality, quantity, accuracy time, effectiveness and independence. Results Multiple regression analysis provides evidence that *Servant Leadership* is influential positive significant to performance. Hariyono and Andreani (2020) analyze the influence *of Servant Leadership* on employee performance by using 32 employees as a sample. *Servants leadership* use measurement Sendjaya (2015) covers ; humility, love, empowerment, trust and vision while for performance employee use merger from measurement Dumatubu (2018); Erdiansyah in Hariyono and Andreani (2020) i.e. efficiency, quality work, work discipline, work standards, and competence. *Partial* processing results at least *square* provides evidence that *servant leadership* has a negative effect and No significant to performance employee.

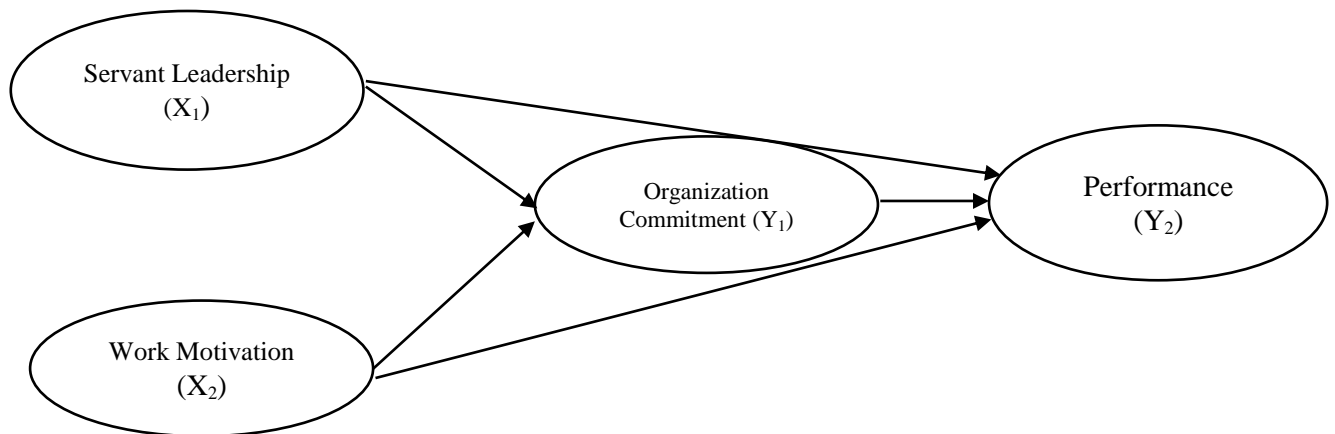Based on the description above, the research model is:

**Figure 1 Conceptual Framework**

The hypothesis study are:

    *H1: Servants leadership* has a significant effect on commitment organization employee.

    H2: Work motivation has a positive and significant effect on commitment organization employee.

    H3: Commitment organization influential positive And significant to employee performance.

    *H4: Servant Leadership* has a positive and significant effect on performanceemployee.

    *H5:* Work motivation positive and significant effect on performance employee.

    *H6: Servant leadership* has a positive and significant effect on performancethrough organizational commitment employee.

    H7: Work motivation positive and significant effect on performance through organizational commitment employee.

1. **Variable Operational Definitions**

      The operational definitions of research variables and indicators used for each variable can be seen in the table below:

**Table 2: Operational Definition of Research Variables**

| No | Variable | Indicator | Scale |
|----|----------|-----------|-------|
| 1 | Performance ($Y_2$), is embodiment of work performed by employees who are usually used as basis for evaluating employees or organizations (Hasibuan, 2014). | 1. Quantity results Work,. <br> 2. Quality results Work,. <br> 3. Efficiency, <br> 4. Discipline Work,. <br> 5. Accuracy. <br> 6. Leadership,. <br> 7. Honesty, <br> 8. Creativity | Ordinal |
| 2 | *Servants Leadership* ($X_1$), is a leadership style that has principles serve And sincerity heart to fellow (Sendjaya, 2015) | 1. Act or have an altruistic calling <br> 2. Empathy/Healing emotional <br> 3. Discreet behavior <br> 4. Find solution/ mapping persuasive <br> 5. Growth/Stewardship  organization | Ordinal |

| | | 6. Social Soul / Humility | |
| | | 7. Visionary or Vision | |
| | | 8. Serve or service | |
| 3 | Motivation ($X_2$), is a psychological urge that appears in a person to fulfill need his life (Risambessy et al., 2011) | 1. Payment of salary ( *pay* ) <br> 2. Security Work ( *jobs security* ) . <br> 3. Connection fellow worker ( *co-workers* . <br> 4. Supervision ( *supervisors* ). <br> 5. Praise ( *praise* ) <br> 6. Work That Alone ( *jobs itself* ) | Ordinal |
| 4 | Commitment organizational ($Y_1$) is degrees employee in believe And accept goals organization as well as will still stay or No will leave organization (Sopiah, 2008) | 1. *Affective commitment* . <br> 2. *Continuance commitment* . <br> 3. *normative commitment* | Ordinal |

### 3. Research Methods

This research is a quantitative research that is explanatory in nature *the* effect of the independent variable (variable X) on the dependent variable (variable Y). Research is *ex post facto* , namely examining data that has taken place or already exists. The research was conducted at Umu Pratomo Bagansiapiapi Regional Hospital, Rokan Hilir Regency. Research conducted in the month of June 2022 till with July 2022. Population on research These are Pratomo Bagansiapiapi Hospital employees totaling 146 people and all of them are used as samples . The types and sources of data used in this study consisted of primary data and secondary data obtained using questionnaires, interviews, observations and research files.

The research model used is a tiered structure model and to test the proposed hypothesis the SEM ( *Structural Equation Modeling* ) analysis technique is used which is operated through the Smart PLS Version 3.00 program. After a theory or theoretical model has been developed and depicted in a flowchart, the researcher can begin to convert the model specifications into a series of structural equations as follows:

$Y_1 = \beta_1 X_1 + \beta_2 X_2 + \varepsilon 1$

$Y_2 = \beta_3 X_1 + \beta_4 X_2 + \beta_5 X_1 Y_1 + \beta_6 X_2 Y_1$

Information :

$Y_2$ = ASN Performance ; $X_1$ = *Servant Leadership* ; $X_2$ = Work Motivation ; $Y_1$ = Organizational Commitment

$\beta_1 - \beta_6$ = Regression Coefficient

The following are the steps in the analysis with *partial lease squares* , (Yamin, 2011):

1. The first step: designing a structural model ( *inner model* ). At this stage, the researcher forms the model of the relationship between the constructs.
2. The second step, designing a measurement model ( *outer model* ). At this stage the researcher defines and specifies the relationship between the later constructs and their indicators whether they are reflective or formative.
3. Step three: Construct the path diagram. The main function of building a path diagram is to visualize the relationship between indicators and their constructs and the relationships between constructs which makes it easier for researchers to see the model as a whole.
4. Fourth step: Model estimation. In this step, three *weighting* selection schemes are used in the model estimation process, namely *the factor weighting scheme* , *the centroid weighting scheme* and *the path. weighting scheme* .

5.  The fifth step: *Goodness of fit* or evaluation of the model includes evaluation of the measurement model and evaluation of the structural model.
6.  Sixth step, hypothesis testing and interpretation.
    The PLS model assessment criteria used by Chin 1998 in Ghazali (2011).

### Table 2: PLS Assessment Criteria

| Criteria | Explanation |
|---|---|
| **Structural Model Evaluation** | |
| $R^2$ for endogenous variables | The $R^{2\,results}$ of 0.67, 0.33 and 0.19 for the endogenous variables in the structural model identify that the mode is "good", "moderate" and "weak". |
| Path coefficient estimation | The estimated values for the path relationships in the structural model must be significant. This significant value can be obtained by *bootstrapping* procedure . |
| $F2^{for}$ effect size | The value of $f^2$ of 0.2, 0.15 and 0.35 can be interpreted whether the predictor variable later has a weak, medium or large influence on the structural level |
| **Evaluate the reflective measurement model** | |
| *Loading factor* | The loading factor value is 0.70 |
| *Composite Reliability* | *Composite reliability* measures internal consistency and the value must be above 0.60 |
| *Average Variances Extracted* | *The Average Variances Extracted* (AVE) value must be above 0.5 |
| *Discriminant Validity* | The square root value of AVE must be greater than the correlation value between the later variables. |
| *Cross loading* | Is another measure of discriminant validity. It is expected that each indicator block has a higher loading for each measured latent variable compared to indicators for other latent variables. |
| **Evaluation of the Fromative Measurement Model** | |
| *The significance of the weight value* | The estimated value for the formative measurement model must be significant. The level of significance was assessed by the *bootstrapping procedure* |
| *Multicollinearity* | The manifest variable in the block must be tested for multicol. The value of *the variance inflation factor* (VIF) can be used to measure this. VIF values above 10 indicate the presence of multicolic. |

## 4. Research Results And Discussion

Seeing the accuracy of the data, it is necessary to pay attention to the identity of the respondent first, and based on the results of the tabulation of the data, it is known that the identity of the respondent in the study is shown in Table 3 .

**Table 3 : Respondent Identity**

| No | Respondent Identity | | Frequency (Person) | Percentage (%) |
|---|---|---|---|---|
| 1 | Gender | Man | 92 | 63.0 |
| | | Woman | 54 | 37.0 |
| | **Amount** | | **146** | **100** |
| 2 | Age | 20-29 Years | 22 | 15.1 |
| | | 30-39 Years | 60 | 41.1 |
| | | 40-50 Years | 50 | 34.2 |
| | | Over 50 Years | 14 | 9.6 |
| | **Amount** | | **146** | **100** |
| 3 | Education | high school | 91 | 62.3 |
| | | Diploma | 28 | 19.2 |
| | | Bachelor | 27 | 18.5 |
| | **Amount** | | **146** | **100** |
| 4 | Years of service | 1-5 Years | 3 | 2.1 |
| | | 6-10 Years | 24 | 16.4 |
| | | 10-15 Years | 60 | 41.1 |
| | | Over 15 Years | 59 | 40.4 |
| | **Amount** | | **146** | **100** |

**Source: Results of Data Processing**

From Table 3 it can be seen that the majority of the respondents in this study were male employees, namely 63% of the total respondents and the remaining 37% were female employees. These results explain that employees at the Pratomo Bagansiapiapi Hospital in Rokan Hilir Regency employ more male employees. It is expected that this condition can provide maximum work results, so that the performance of employees and agencies can be optimized. The identity of the second respondent is the age of the respondent, where based on the results of the data tabulation in Table 3 it can be seen that the majority of respondents are over 30 years old. This illustrates that the majority of employees at Pratomo Bagansiapiapi General Hospital are of productive age, so it is hoped that employee work can be optimized. Age has always been a requirement for an individual to enter the world of work.

Furthermore, from the respondent's identity, attention was paid to the level of education. Where the level of education has always been the main requirement for an individual to enter the world of work and to occupy certain positions. Based on the results of the data tabulation, it is known that the majority of employees at Pratomo Bagansiapiapi Hospital have high school education or the equivalent. This needs special attention from the leadership, because education is always directly proportional to the performance of these employees. The period of service will describe whether or not the employee's experience or understanding in the field of work is good or bad. The longer the employees work, the better their understanding will be and vice versa. Based on the results of the data tabulation in Table 3 , it is known that the majority of employees at Pratomo Bagansiapiapi Hospital have worked for more than 10 years. This illustrates that employees at this agency have good work experience.

Next, it is explained briefly and in detail the conditions of each of the variables studied, namely employee performance, *servant leadership* , motivation and organizational commitment of employees at Pratomo Bagansiapiapi Hospital. The following is a recap of the average total score of respondents' responses for each variable.

**Table 3: Recapitulation of Respondents' Average Scores**

| No | Research variable | Number of Items | Average Score Value | Information |
|----|-------------------|-----------------|---------------------|-------------|
| 1 | Employee Performance | 8 | 3.70 | Good |
| 2 | *Servants leadership* | 8 | 3.60 | Good |
| 3 | Work motivation | 8 | 3.61 | Good |
| 4 | Motivation | 6 | 3.71 | Good |
| 5 | Organizational Commitment | 6 | 3.56 | Good |

**Source: Results of Data Processing**

Employee performance evaluation is carried out using several statements, and an average score of 3.70 is obtained with good or agree criteria. These results explain that in general the employees are good. This means that employees at this agency already have good work results but are still not optimal, because there are still some employees who disagree with statements relating to employee performance appraisal. *Servant leadership* assessment in this assessment used several indicators, from the responses of respondents obtained an average total score of 3.60 with good or agree criteria. This result explains that employees state that their current leader is a leader who is ready to serve or a leader who works with a sincere feeling that arises from the heart to serve, puts the needs of followers as a priority, gets things done with others and helps others in achieving a common goal. .

Then the respondent's response to the motivational variable, the average total score of the respondent's response was 3.71 with good criteria or agreed. These results explain that in general, employee work motivation is already in the good category but is still not optimal, because there are still some employees who disagree with the statements used to assess the employee's work motivation. However, this is expected to continue to improve employee performance in particular, and agency performance in general. The average total score of respondents' responses related to the assessment of organizational commitment was obtained at 3.56 with good or agree criteria. This result explains that in general employees have a good commitment to their organization. This means that employees already have loyalty and loyalty. Employees who are committed to the agency will prioritize the interests of the agency rather than their personal interests. Furthermore, the results of the convergent validity assessment can be seen in Table 4.

**Table 4: Validity Test Results**

| Construct | Indicator | *Outer-Loading* | AVE | *Conclusion* |
|-----------|-----------|-----------------|-----|--------------|
| *Servant Leadership* | SL1 | 0.838 | **0.752** | Valid |
| | SL2 | 0.853 | | Valid |
| | SL4 | 0.872 | | Valid |
| | sl5 | 0.903 | | Valid |
| | SL6 | 0.869 | | Valid |
| *motivation* | M1 | 0.799 | **0.707** | Valid |
| | M3 | 0.861 | | Valid |
| | M5 | 0.857 | | Valid |
| | M6 | 0.843 | | Valid |

| | | | | |
|---|---|---|---|---|
| *Commitment Organization* | *CO1* | *0.537* | **0.739** | Valid |
| | CO2 | 0.856 | | Valid |
| | CO3 | 0.929 | | Valid |
| | CO4 | 0.913 | | Valid |
| | CO5 | 0.934 | | Valid |
| | CO6 | 0.918 | | Valid |
| *performance* | K1 | 0.725 | **0.657** | Valid |
| | K3 | 0.813 | | Valid |
| | K5 | 0.830 | | Valid |
| | K6 | 0.819 | | Valid |
| | K7 | 0.858 | | Valid |

**Source: Results of Data Processing**

The first part of the *servant leadership variable* which originally consisted of eight statements, after testing the validity, it was found that the five statements were valid, because they had a *loading factor value* above 0.5. The work motivation variable consists of six statements, from the results of the validity test it is known that four statements are declared valid. Organizational commitment variable is designed with six statements from three dimensions of organizational commitment. The results of the validity test show that the six statements are valid. Performance variables, which are designed with eight statements. After testing the validity, it is known that five statements are valid, because these five statements have a *loading factor value* above 0.5. Besides that, validity testing was also carried out with the convergent method. In Table 4 it can be seen the results of the convergent validity test which show the *factor-loading value* and the AVE ( *Average Variance Extracted* ) value of each indicator is above 0.5 (AVE > 0.5).

The results of the instrument reliability test for each variable obtained values as presented in Table 5

**Table 5: Reliability Test Results**

| Construct | ca | CR | 1 | 2 | 3 | 4 |
|---|---|---|---|---|---|---|
| *Commitment Organization* | **0.922** | **0.943** | **0.859** | | | |
| *motivation* | **0.861** | **0.906** | 0.427 | **0.841** | | |
| *performance* | **0.870** | **0.905** | 0.561 | 0.699 | **0.811** | |
| *Servant Leadership* | **0.918** | **0.938** | 0.397 | 0.167 | 0.136 | **0.867** |

**Source: Results of Data Processing**

Table 5 shows the results of the instrument reliability assessment from organizational commitment variables, employee work motivation, employee performance variables, *served leadership* variables have *Cronbach's values Alpha* (CA) and *Composite Reliability* (CR) values above 0.5, this result explains that all valid statements are reliable in determining the value of the variable. The results of testing the suitability of the model ( *Model Fit* ) can be presented in Table 6.

**Table 6: Results of the Fit Model Test**

| | Saturated Model | Estimated Model |
|---|---|---|
| **SRMR** | 0.093 | 0.093 |
| **d_ULS** | 1,811 | 1,811 |
| **d_G** | 0.810 | 0.810 |

| Chi-Square | 608,845 | 608,845 |
|---|---|---|
| NFIs | 0.769 | 0.769 |

**Source: Results of Data Processing**

From Table 6 it can be seen the results of the fit model test where the *Standardized Root Mean Square* (SRMR) value was obtained at 0.093. This value is lower than 0.1, meaning that the SRMR value is lower than 0.1 or 0.093 <0.1. These results explain that the model of the data analysis tool used in this study is appropriate or fit, so that the model can be used as a hypothesis testing tool, so that the model is said to be suitable for use as an analysis tool and hypothesis testing tool in this study. Then based on the results of data processing, the R- *square value* of this research model is obtained , as shown in Figure 2 and Table 7
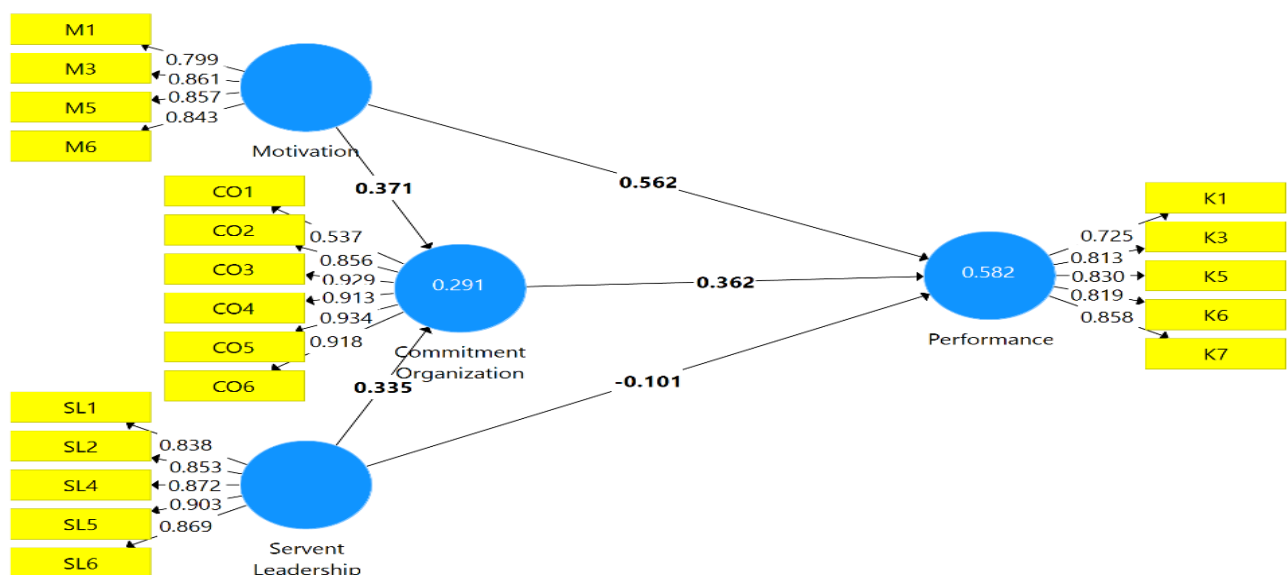


**Figure 2: Coefficient of Determination**

And the results of data processing for the R- *square value* can be seen in Table 7 below;

**Table 7: Results of the Coefficient of Determination (R- *Square* )**

| | R Square | R Square Adjusted |
|---|---|---|
| *Commitment Organization* | 0691 | 0.621 |
| *performance* | 0.582 | 0.573 |

**Source: Results of Data Processing**

From Figure 2 and Table 7, it is obtained that the R- *square value* from the path to the dependent variable of employee performance is 0.573, meaning that the *served leadership* , motivation and organizational commitment variables are able to explain the dependent variable, namely employee performance of 57.3%, the remaining 42.7% determined by other variables not included in the research model. Then the R- *square value* for the path of the dependent variable organizational commitment obtained a result of 0.621, meaning that the variable *servent leadership* and employee motivation through organizational commitment able to explain the

change in performance of 62.1% and the remaining 37.9% is determined by other variables outside the model. Thus, based on the results of data processing, it can be said that the variables analyzed in this study and the model composition are good, meaning that the selection of the dependent and independent variables is good. The results of testing the hypothesis in the path model are presented in Table 8

### Table 8: Hypothesis Testing Results

| Construct | Direct Effects | Indirect Effects | P-Values | decision |
|---|---|---|---|---|
| Motivational →Commitment Organization | 0.371** | | 0.000 | supported |
| Servant Leadership →Commitment Organization | 0.335** | | 0.000 | supported |
| Commitment Organizational →Performance | 0.362 ** | | 0.000 | supported |
| Motivation →Performance | 0.562 ** | | 0.000 | supported |
| Servant Leadership →Performance | -0.101 | | 0.755 | **Not Supported** |
| Motivation →Commitment Organizational →Performance | | 0.134** | 0.000 | supported |
| Servant Leadership →Commitment Organization →Performance | | 0.121** | 0.000 | supported |
| R $^2$ | 0.291 | 0.582 | | |

**Source: Results of Data Processing**

From Table 8 it can be seen the regression coefficient of the *servant variable leadership* on organizational commitment of 0.335 with a significance value of 0.000. These results explain that there is a significant influence of the *servant variable leadership* to the organizational commitment of employees, because the significance value of t count is lower than the alpha value, which is 0.000 <0.05. Thus, the first hypothesis can be accepted at the 95% confidence level. That is, if there is an increase *in servant leadership* in these agencies, the organizational commitment of employees will also increase assuming other factors, namely constant work motivation and vice versa. Thus it can be said that *servant leadership* is indeed a determining factor whether or not the organizational commitment of Pratomo Bagansiapiapi Hospital employees is good or bad.

In Table 8 it can be seen that the regression coefficient of the motivation variable on organizational commitment is 0.371 with a significance value of 0.000. These results explain that there is a significant influence of employee motivation on employee organizational commitment, because the significance value of t is lower than the alpha value, which is 0.000 <0.05. Thus the second hypothesis can be accepted at the 95% confidence level. That is, if there is an increase in employee motivation, the employee's organizational commitment will also increase assuming another factor, namely *the servant constant leadership* and vice versa. Thus, it can be said that work motivation is indeed a determining factor of whether or not the organizational commitment of employees at Pratomo Bagansiapiapi Hospital is good or bad.

The regression coefficient of organizational commitment variable on employee performance is 0.362 with a significance value of 0.000. These results explain that there is a significant influence of the organizational commitment variable on employee performance, because the significance value of t count is lower than the alpha value, which is 0.000 <0.05. Thus, the third hypothesis can be accepted at the 95% confidence level. That is, if there is an increase in organizational commitment, employee performance will also increase assuming

another factor, namely *the servant leadership* and employee motivation are constant and vice versa. Thus, it can be said that organizational commitment is indeed a determining factor of whether or not the performance of employees at Pratomo Bagansiapiapi Hospital is good.

The regression coefficient of *the servant leadership variable* on employee performance is -0.101 with a significance value of 0.755. These results explain that there is no significant effect of the *servant leadership variable* on employee performance, because the significance value of t count is higher than the alpha value, namely 0.755 > 0.05. Therefore, the fourth hypothesis can be rejected. Then the regression coefficient of organizational commitment variable on employee performance is 0.562 with a significance value of 0.000. These results explain that there is a significant influence of the work motivation variable on employee performance, because the significance value of t count is lower than the alpha value, which is 0.000 <0.05. The fifth hypothesis can be accepted at the 95% confidence level. That is, if there is an increase in employee motivation, the employee's performance will also increase assuming another factor, namely *the servant leadership* and organizational commitment are constant and vice versa. Thus, it can be said that work motivation is indeed a determining factor of whether or not the performance of employees at Pratomo Bagansiapiapi Hospital is good.

The regression coefficient of *the servant leadership variable* on performance through organizational commitment is 0.121 with a significance value of 0.000. These results explain that there is a significant influence from the *servant leadership variable* on employee performance through organizational commitment, because the significance value of t count is lower than the alpha value, which is 0.000 <0.05. Therefore, the sixth hypothesis can be accepted at the 95% confidence level. That is, if there is an increase in *servant leadership*, organizational commitment will also increase, the impact on employee performance will also increase assuming other factors are constant and vice versa. Thus it can be said that there is an indirect influence *of servant leadership* on the performance of employees of Pratomo Bagansiapiapi Hospital. Thus organizational commitment can mediate the influence of *servant leadership* on employee performance.

From the results of data processing in Table 8, it can be seen that the regression coefficient of work motivation variable on performance through organizational commitment is 0.134 with a significance value of 0.000. These results explain that there is a significant influence of the work motivation variable on employee performance through organizational commitment, because the significance value of t is lower than the alpha value, which is 0.000 <0.05. Thus the seventh hypothesis can be accepted at the 95% confidence level. That is, if there is an increase in work motivation , organizational commitment will also increase, the impact on employee performance will also increase assuming other factors are constant and vice versa. Thus it can be said that there is an indirect effect of work motivation on the performance of employees of Pratomo Bagansiapiapi Hospital.

## 5. Conclusion

1) Work motivation is proven to have a significant effect on organizational commitment at Pratomo Bagansiapiapi Hospital. This is evident from the t test results which are significant at the 95% confidence level. This means that if there is an increase in work motivation, organizational commitment to Pratomo Bagansiapiapi Hospital will also increase and vice versa.

2) *Servant leadership* has proven to have a significant effect on organizational commitment at Pratomo Bagansiapiapi Hospital. This is evident from the t test results which are significant at the 95% confidence level. This means that if there is an increase in *servant leadership*

from the leadership in this agency, organizational commitment to Pratomo Bagansiapiapi Hospital will also increase and vice versa.

3) Organizational commitment has been shown to have a significant effect on the performance of Pratomo Bagansiapiapi Hospital employees. This is evident from the t test results which are significant at the 95% confidence level. This means that if there is an increase in organizational commitment, the performance of employees at Pratomo Bagansiapiapi Hospital will also increase and vice versa.

4) Work motivation is proven to have a significant effect on employee performance at Pratomo Bagansiapiapi Hospital. This is evident from the t test results which are significant at the 95% confidence level. This means that if there is an increase in work motivation, the performance of employees at Pratomo Bagansiapiapi Hospital will also increase and vice versa.

5) *Servant leadership* has not proven to have a significant effect on employee performance at Pratomo Bagansiapiapi Hospital. This is evident from the results of the t test which are not significant at the 95% confidence level. This means that *servant leadership* is not a determining factor for good or bad employee performance at Pratomo Bagansiapiapi Hospital.

6) *Servant leadership* has proven to have a significant effect on employee performance through organizational commitment at Pratomo Bagansiapiapi Hospital. This is evident from the t test results which are significant at the 95% confidence level. This means that *servant leadership* increases, then commitment will also increase and the impact will be an increase in employee performance at Pratomo Bagansiapiapi Hospital.

7) Employee motivation is proven to have a significant effect on employee performance through organizational commitment at Pratomo Bagansiapiapi Hospital. This is evident from the t test results which are significant at the 95% confidence level. This means that if work motivation increases, then commitment will also increase and the impact will be an increase in employee performance at Pratomo Bagansiapiapi Hospital and vice versa. Thus organizational commitment is able to mediate the effect of work motivation on employee performance.

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