

# The benefit and impact of servant leadership on organizational culture, rewards, job satisfaction, and employee performance

Rahmaya Nova Handayani<sup>1</sup>, Adi Indrayanto<sup>2</sup>, Aryadi Arif<sup>1</sup>, and Made Suandika<sup>1\*</sup>

<sup>1</sup>Applied Undergraduate Anesthesiology Nursing of Study Program, Universitas Harapan Bangsa, Purwokerto, Central Java, Indonesia

<sup>2</sup>Management Study Program, Universitas Jenderal Soedirman, Purwokerto, Central Java, Indonesia

**Abstract.** This research examines the influence of Servant Leadership on Organizational Culture and Rewards and its impact on Job Satisfaction and Employee Performance. This research uses a survey method at PT. BTN (Persero) Tbk. with a sample of 169 respondents. The analytical tool used is Generalized Structural Component Analysis (GSCA). The main finding in this research is that Servant Leadership has an insignificant direct effect on Employee Performance but indirectly has a significantly positive effect through Organizational Culture, Rewards, and Job Satisfaction. Recommendations to PT BTN (Persero) Tbk. include improving Servant Leadership by encouraging leaders with task orientation, improving organizational culture by encouraging employee professionalism, fostering high rewards by creating a reward system, especially intrinsic rewards that are able to accommodate employees' personal growth, increasing job satisfaction by formulating satisfaction with employee opportunities/promotions, increasing employee performance by formulating personal characteristics as the main measurement.

## 1 Introduction

High job satisfaction in an organization is an indicator that the organization is well managed. High job satisfaction is determined by organizational culture [1]. Employees who feel dissatisfied at work will have the effect of lowering their commitment to their work, which will further increase the employee turnover rate driven by employee dissatisfaction with the work environment which results in a reduction in their contribution to their work [2]. High job satisfaction is critical to the efficient management of organizations, but recent research shows disturbing trends in employee unhappiness worldwide, notably in Asia and Indonesia. For example, in 2022 study found that 26% of Singaporean employees cited job unhappiness, whereas 15% of Indonesian workers felt the same as showing a big worry among the region's workforce [3]. Burnout and a demanding work culture intensify this condition, resulting in poor psychological wellness and overall job satisfaction. The necessity of resolving these

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\*Corresponding author: [madesuandika@uhb.ac.id](mailto:madesuandika@uhb.ac.id)

issues is highlighted by the fact that unsatisfied staff members are more likely to express less dedication levels, leading to increasing turnover rates [4].

Employee turnover causes negative effects on organizational operational performance including high costs for the organization, because when an employee leaves the organization, subsequent replacement is required related to recruiting activities, training, and generally inefficient administration [5], [6]. Organizational culture is a culture related to habits or employee activities that are carried out repeatedly in an organization to achieve organizational goals, and morally, all members of the organization must obey, however, if there is a habitual error, there are no strict sanctions [7-9]. Organizational culture refers to employee habits or behaviors that are repeated in A corporation to accomplish organizational objectives and are morally required to be followed by every stakeholder of the organization. However, if there is a habitual error there are no strict sanctions [10], [11]. There are differences in leadership, namely transactional type leadership and transformational type leadership [12].

This opinion is supported by Murniasih (2023), who says that transactional leadership prioritizes control over subordinates while transformational leadership empowers subordinates [13-15]. Servant Leadership influences culture. Leading through transformation has a favorable impact on the culture of an organization [16]. Servant Leadership is a development of leader transformation this demonstrates that before the emergence of Servant Leadership, the traits of Servant Leadership were tied to transformational leadership or might be said to be markers of transformational leadership [14], [16-17]. The workplace culture has a favorable or substantial impact on worker productivity [18]. Similarly, Theng et al., (2021) indicate that servant leadership of managerial staff had an extensive and good effect on the serving culture [19]. According to Subhaktiyasa et al. (2023), Servant Leadership (Spiritual-Based Guidance & Leadership as a Predictor in Improving Employee Performance) had a large and favorable impact on Organizational Culture, Competition Culture, and inventiveness Culture [5], [20]. The beneficial effect of Servant Leadership on hierarchical culture, on the other hand, is considerable and harmful [21]. The longer the hierarchical level, the lower the leader's span of control, which allows cultural differences to form between the existing sub-hierarchies [22]. This description shows that culture is a sub-variable of Team Culture, Market Culture, Innovation Culture, and Hierarchical culture [8][23-24]. The workplace culture affects worker productivity [25]. This can be explained by Boonyarit (2023) who states that the business and organizational environment contributes to business success. What is even clearer is what was conveyed by Wu & Wang (2011) that if a company is unable to face changes or disruptions in the external environment with forces originating from within the company it will cause the company to experience shock [26], [27]. Likewise, Vajjayanthi & Vinodhini, (n.d.) stated that companies can access changes in the business environment [28]. Reward Factors Influence Employee Performance. This study investigates the role of servant leadership in workplace culture and encouragement, as well as its consequences on workplace fulfillment and worker productivity.

This study looked at how Servant Leadership influences the workplace culture and encouragement, as well as workplace fulfillment and worker productivity. This study is unusual because it focuses on how Servant Leadership can work as a vital mediator in changing company culture and rewards systems, resulting in enhanced employee job satisfaction and performance. By analyzing these dynamics inside PT BTN (Persero) Tbk., we hope to deliver practical insights that will have a substantial influence not only on this company but also on the overall improvement of workplace environments in Indonesia.

## **2 Method**

This study employs an explanatory cross-sectional research design to analyze the relationships among various latent variables within the organizational context of PT BTN (Persero) Tbk. The primary focus is on examining how Servant Leadership and encouragement influence workplace culture, workforce fulfillment, and worker productivity. This method is commonly used to investigate models of relations within elements. The data elements involved are latent variables.

### **2.1 Study Design and Setting**

The use of Generalized Structural Component Analysis (GSCA) is particularly advantageous for this study due to its ability to handle complex relationships between latent variables effectively. GSCA allows for the estimation of both measurement and structural models simultaneously, providing a more comprehensive understanding of the interrelationships among variables compared to traditional structural equation modeling methods. This method is robust in dealing with non-normal data and does not require large sample sizes, making it suitable for our research context.

### **2.2 Sample and Sampling Technique**

The entire population of this investigation is all BTN employees at regional level 1, which is 3108. The research being conducted employs a probability sampling strategy combined with a proportional stratifying random sampling technique, where there are 4 classifications of branch offices seen as layers (strata), namely Main Branch Offices, Class Branch Offices 1, Class 2 Branch, and Class 3 Branch. The Slovin formula yielded 168 samples with an error level of 7.5%. Random sampling is done using random numbers. For example, at the Purwakarta Branch Office, there are 72 employees, then sorted based on smallest to largest NIP, this is the sample frame for this stratum. Randomization was carried out on serial numbers 1 to 72 which represent the NIP and individual of each employee. A sample of 4 employees was selected based on random numbers from serial numbers 1 to 72 using Microsoft Excel software, serial numbers 8, 19, 36, and 67 were taken. Then looked at the serial numbers and obtained samples with NIP 3479, 5067, 8655, and 13835. These 4 people were selected as samples at the Purwakarta Branch Office. Random sampling at other branch offices was carried out in the same way as at the Purwakarta Branch Office.

### **2.3 Data Collections and Instrument**

Data was collected using a structured questionnaire specifically designed for this research. The questionnaire consists of several sections corresponding to the variables of interest. Exogenous Variables include Servant Leadership (X1) and Rewards (Y2). Organizational Culture variable (Y1), the Job Satisfaction variable (Y3), and the Employee Performance variable (Y4) are endogenous variables. Each item in the questionnaire is rated on a Likert scale with five possible answers (1 = strongly opposed, 2 = Oppose, 3 = Undecided, 4 = approve, and 5 = Strongly Approve). The scoring criteria allow for a quantifiable measure of respondents' perceptions regarding each construct.

## **2.4 Reliability and Validity Assessment**

To establish the validity of the questionnaires, we initially referenced existing validated instruments on Servant Leadership, Workplace Culture, Encouragement, Workforce Fulfillment, and Worker Productivity. The previous studies provided evidence of validity and reliability for these constructs. For instance, Liden et al.'s (2008) Servant Leadership Scale revealed strong construct validity with a Cronbach's Alpha of 0.93, whereas Spector's (1985) Job Satisfaction Survey demonstrated consistent reliability with a Cronbach's Alpha greater than 0.80. Following this, we conducted a corrected item correlation analysis on our adapted items, ensuring that all indicators exceeded a value of 0.3, confirming that all items are valid for our context. Cronbach's Alpha was used to determine the instrument's reliability, with a value better than 0.6 indicating satisfactory reliability. These results confirm that the instrument is reliable for data collection.

## **2.5 Data Analyze**

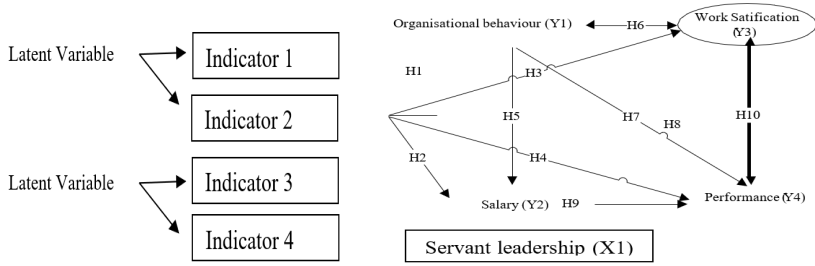
The data obtained from the questionnaires will be analyzed using Generalized Structural Component Analysis (GSCA). This method is particularly advantageous for examining relationships between latent variables within the structural model, as it allows for the simultaneous estimation of both measurement and structural models. GSCA is effective in handling non-normal data and does not require large sample sizes, making it suitable for this research context [29], [30]. The assumptions underlying GSCA include linearity and additivity among latent variables. Linearity will be tested using scatter diagrams or curve fitting approaches, with calculations performed using Statistical Product for Social Science (SPSS) software. The choice of GSCA is justified by its ability to provide robust estimates of relationships between variables while accommodating the complexities inherent in structural equation modeling [31]. In conclusion, this study's methodology is designed to provide robust insights into how Servant Leadership and Encouragement impact workplace culture, workforce fulfillment, and worker productivity at PT BTN (Persero) Tbk., contributing valuable knowledge to both academic literature and practical applications within organizations.

# **3 Result and Discussion**

## **3.1 Results**

### *3.1.1 Research Hypothesis Model*

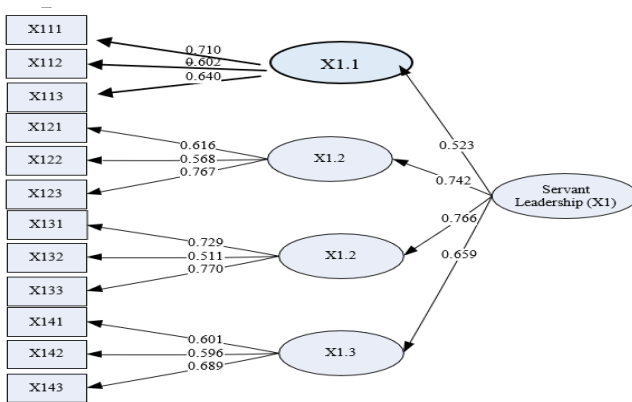
This research variable consists of one exogenous variable (the variable that is the cause) namely Servant Leadership (X1), as well as four endogenous variables (variables that are the result) namely Organizational Culture (Y1), Rewards (Y2), Job Satisfaction (Y3), and Employee Performance (Y4).



**Figure 1.** Research Variable

**Table. 1** Characteristics of Research Respondents

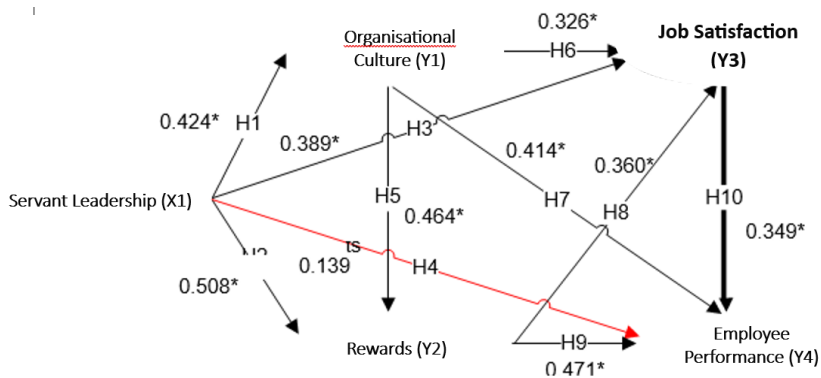
No	Characteristics	Criteria	Frequenc y	(%) Percentage
1	Gender	Male	98	57.9
		Female	71	42.1
2	Age	30	17	10.1
		31 s/d 40	84	49.7
		41 s/d 50	51	30.1
		51 s/d 60	17	10.1
3	Education	Senior High Scholl	18	10.7
		Diploma	13	7.7
		S1	117	69.2
		S2	21	12.4
4	Length of working	<=5	87	51.5
		6 s/d 10	66	39.1
		11 s/d 15	10	5.9
		16 s/d 20	2	1.2
		>20	4	2.3



**Figure 2** Hypothesis Model

**Table 2.** Result of Hypothesis Testing in the Structural Model: Direct

No	Correation	Coeffisien	CR	p value
1	<i>Servant Leader (SL) (X1) -&gt; Organisational Culture (Y1)</i>	0.424	3.25	0.001
2	SL (X1) -> Salary (Y2)	0.508	5.48	0.000
3	SL (X1) -> Satification (Y3)	0.389	4.78	0.000
4	SL (X1) -> Performance (Y4)	0.139	1.27	0.204
5	Organisational Culture (Y1) -> Salary (Y2)	0.464	4.04	0.000
6	Organisational Culture (Y1) -> Satification (Y3)	0.326	2.97	0.003
7	Organisational Culture (Y1) -> Performance (Y4)	0.414	3.55	0.000
8	Salary (Y2) -> Satification (Y3)	0.360	3.80	0.000
9	Salary (Y2) -> Performance (Y4)	0.471	4.44	0.000
10	Satification (Y3) -> Performance (Y4)	0.349	2.82	0.005



**Figure 3.** Structur Models Path

**Table 3.** Structural Models of GSCA Results: Indirect Effects

Indirect Influence	Direct Influence Coefficient		Influence Coefficient No Direct
X1→Y1→Y4	X1→Y1 = 0.424 *	Y1→Y4 = 0.414*	0.176
X1→Y2→Y4	X1→Y2 = 0.508 *	Y2→Y4 = 0.471*	0.239
X1→Y3→Y4	X1→Y3 = 0.389 *	Y3→Y4 = 0.349*	0.136

### **3.2 Discussion**

The results of the analysis show that Servant Leadership has a significant and positive effect on Organizational Culture, commitment, and performance, while Servant Leadership still has no significant effect on OCB [5], [32-35]. Erwin Organizational culture has a significant and positive effect on OCB and performance [36-38]. Organizational commitment has a significant and positive effect on OCB, however, organizational commitment has no significant effect on employee performance [39], [40]. Leadership is related to Organizational Culture [41]. A leader is a person that drives the course of the organization, hence he has a large influence on changes in organizational ideals [42]. Leaders who use a transformational approach act as agents of change so that they actively carry out transformations which result in the emergence of a new culture according to the leader's vision and mission [43], [44]. The power and reach of Servant Leadership supports employee learning, growth, and strengthening autonomy [20], [45]. If leadership is strong, it will be able to reflect the values in the organization then these values will be internalized in employees [46]. These values are known as basic patterns that are understood and learned by groups to overcome internal and external problems. Employees will work well to get recognition, and this will be transmitted to new employees so that they understand, feel, and do the right things in completing the job [47]. According to Organizational Culture Theory, workplace culture consists of values, beliefs, conventions, practices, visual representations, and common narratives that create a company's identity, goals, and tactics to accomplish them [48-50].

In other words, the culture of an organization is a "collective personality" or a "way of doing things" [51], [52]. Workplace culture refers to the company's extensive dedication to developing employment resources, improving ways of working, and producing outstanding outcomes [53], [54]. Achieving a higher degree of quality is supposed to stem from the actions of each worker working in the workplace association [55]. Every job role or work process operates uniquely, resulting in distinct values that might be accepted within the organizational structure [56], [57]. What values should top leaders and other leaders have how each person's behavior will affect their work [58-60]. According to the description above, leadership influences workplace culture [61]. This study is focused on looking into the impact of servant leadership on workplace culture [62].

Although there is still little research on the impact of Servant Leadership on Workplace Culture, the impact of strategic leadership on Workplace Culture has been studied, as evidenced by its positive influence on Workplace Culture, which includes aspects that emphasize a long-term orientation culture. Neither short nor long, The distinction between men and, separation of power, individualism or collective and avoiding doubt [24], [63]. This was proven by Ray Chaudhuri and Pradhan, (2021), who also demonstrated that innovative leadership has a favorable influence on workplace culture [64], [65]. Leaders are both drivers and those who guide the direction of the organization so they have an important role in changes in organizational values [66]. One leadership model that can create an organizational culture is Servant Leadership [67]. On the other hand, Organizational Culture is procedures, norms, and beliefs to carry out organizational goals [68], [69]. To achieve this, a leader's role as a controller is needed in realizing goals [18]. Servant-type leaders can respect others as individuals, consider their needs and goals, and pay attention, teach, and equip fellow employees [70-72]. As a result, leaders like this pay extra care to their fellow employees and focus on strengthening them for outstanding outcomes [73], [74]. The dimension of Servant Leadership is Task Orientation (What a leader does). Concerning achieving productivity and success, focusing on the tasks and abilities needed for a leader to achieve success includes vision, designing goals, and leading is one form of reward because the leader provides attention that is useful for achieving better employee work results [75 - 77]. Better achievement will certainly be an important input for an employee to get better

intrinsic and extrinsic rewards. Theoretical support by Amir and Santoso, (2019) has supported the influence of leadership on rewards, especially using transformational leadership types [6] [78]. Individual concerns are one example of how innovative encouragement. Idris and Zairoh (2022) did an analysis on the impact of innovative leadership on encouragement, which found that innovative leaders can treat others as persons, recognize specific requirements, pay attention to expectations, and teach and train employees [79 - 83]. Leaders like this provide particular attention to their subordinates, treating them as individuals and focusing on developing them for outstanding outcomes [84] [85]. This theory leads to the conclusion that innovation in leadership enhances encourages [86].

Servant-type leaders can support the positive impact of Servant Leadership on Encourages by treating others as individuals, considering their personal requirements and ambitions, listening, educating, and empowering employees [87], [88]. As a result, leaders like this provide personal attention to their subordinates, viewing them as individuals, and place a specific emphasis on developing employees for outstanding outcomes [89- 91]. The dimension of Servant Leadership is Task Orientation (What a leader does) [92]. In relation to achieving productivity and success, focusing on the tasks and abilities needed by a leader to achieve success includes vision, designing goals and leading is a form of reward because leaders provide attention that is useful for achieving better employee work results [69] [93-95].

Servant leadership is a development of several existing leadership theories, one of which is transformational leadership. Innovative management is distinguished by the leader's charismatic capability to organize while motivating subordinates to perform at their best [96]. With such leadership, an organizational culture will be formed and become stronger over time, which ultimately has an impact on increasing employee performance Ramirez-Lozano et al., (2023) discovered that leadership had no direct impact on employee's productivity. It took place in Pakistan, with a sample size of 100 manufacturing business managers [69], [97]. Leadership will form a strong and established culture and will increase Organizational Commitment [98]. Leaders can foster a workplace culture that reflects worker productivity and helps the organization by enhancing organizational performance. Servant Leadership is a movement that is prepared to serve [99], [100]. In an organization the figure of a Servant Leader will be more visible and felt because it is attached to their identity as serving members and employees as well as guiding, straightening and empowering [101]. Leaders must not only serve, but must also make employees independent, capable and encourage employees to want to serve others. Meanwhile, employees will imitate what their leaders do, therefore Servant Leadership is related to encouraging employees to serve [102]. Servant Leadership can thereby foster the establishment of a workplace culture, which can, in turn, increase worker productivity [103]. As a result, a strong corporate culture is required to mitigate the impact of Servant Leadership on worker productivity [104].

## **4 Conclusion**

Servant Leadership has no direct significant effect on Employee Performance but indirectly has a significant positive effect through Organizational Culture, Rewards, and Job Satisfaction. Recommendations to PT BTN (Persero) Tbk. include improving Servant Leadership by encouraging leaders with task orientation, improving organizational culture by encouraging employee professionalism, fostering high rewards by creating a reward system, especially intrinsic rewards that can accommodate employees' personal growth, increasing job satisfaction by formulating satisfaction with employee opportunities/promotions, increasing Employee performance by formulating personal characteristics as the main measurement.

According to the study's conclusions, firms can improve their long-term success by



focusing on cultural and motivational components rather than just direct leadership acts. However, the cross-sectional design limits causal inferences, and the geographical focus may limit generalizability. To better understand the indirect effects of Servant Leadership on performance, future study should look at specific mediators, such as staff independence or organizational fairness, across industries and cultures. Further research could also look into the impact of applying stepped or time-bound approach to organizational transformation, offering practical insights into the most efficient methods to implement Servant Leadership techniques.

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