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**The Effect of Servant Leadership and Organizational
Commitment on the Performance of PLN ULP
Wayhalim Employees**

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ABSTRACT

The purpose of this study is to determine the Effect of servant leadership and organizational commitment on employee performance. Questionnaires were given to 44 respondents and analyzed using multiple linear regression, multiple correlation, ordination, F test and t test. Based on the calculation results of IBM SPSS Statistics Version 26, it was obtained that servant leadership had a positive and significant effect on the performance of PLN ULP Wayhalim employees. This means that the better the servant leadership applied, the better the work of PLN ULP Wayhalim employees. Organizational commitment has a positive and significant effect on the performance of PLN ULP Wayhalim employees. Organizational commitment has a positive and significant effect on the performance of PLN ULP Wayhalim employees. This means that the higher the commitment of employees to the organization, the better the work of PLN ULP Wayhalim employees. Servant leadership and organizational commitment have a positive and significant effect on the performance of PLN ULP Wayhalim This means that the better the servant leadership applied and the greater the commitment of the employee organization, the better the work of PLN ULP Wayhalim employees.

Servant Leadership, Organizational Commitment, Performance

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INTRODUCTION

Servant leadership was first introduced by Robert K. Greenleaf in 1970 in his essay "The Servant as Leader." Servant leadership is different from traditional leadership models that typically focus on realizing the organization's vision and goals. Servants make the needs, growth, and well-being of followers a top priority in leadership. They seek to help their followers reach their full potential and develop into future servants. Several previous studies have shown that servant leadership is associated with various positive attitudes and behaviors of followers, such as job satisfaction, organizational commitment,

organizational citizenship behavior, and performance (Eva et al., 2019). As a result, many organizations are now encouraging their leaders to implement servant leadership to improve overall organizational effectiveness. The organization must be able to optimize human resources and manage these human resources.

Organizational commitment can also affect employee performance, commitment will reflect the level of sincerity of employees in carrying out their duties and functions (Giyanti, D., Setyowati, N. W., & Dharmanto, A. 2022). Organizational commitment is defined as individual identification and participation in the organization (Mowday et al., 1979). Organizational commitment reflects the employee's desire to remain a member of the organization and work hard to achieve organizational goals. Organizational commitment is important to examine because it relates to employee attitudes and behaviors that affect organizational performance. Research shows that highly engaged employees tend to be more productive, perform better, have fewer absenteeism rates, and lower turnover (Mathieu and Zajac, 1990). Organizational commitment refers to the attitude of employees who show loyalty and how an employee expresses concern for the success and welfare of his organization. Employees who have high work commitment and no desire to leave their organization are the basic capital that encourages the growth of organizational commitment, when a person's commitment is high, his work performance is even better.

Performance is the work result that an employee achieves or actual behavior that is reflected in his role in the company or organization. Mangkunegara (2006) said that "Employee performance is the result of work achieved by employees qualitatively and quantitatively in carrying out their duties in accordance with the responsibilities given to them". Performance refers to the level of performance of tasks performed by individuals or groups at work (Sonnetag et al., 2008). Performance is the result of real work achieved by a person based on standards and criteria set by the organization.

PLN ULP Way Halim As a company engaged in services, it has an important role in the development of the country's economic life. Because PLN provides electricity services to the community. PLN supplies and distributes electricity from power generation centers, the productivity of PT PLN is displayed based on the number of customers and the total amount of electricity available in Indonesia, and by the development and reliability of PT. PLN, the company must continue to improve its performance by providing quality services to the community. In this case, the role of managers is very important in managing the organization or company. If leaders are to exert a positive

Effect on individuals, groups, and organizations, leadership must be extended from rigid autocratic old styles to friendly and modern styles (Dess et al., 2008).

Some previous research related to the Effect of Servant Leadership on Employee Performance from an International Journal conducted by Retno Purwani Setyaningrum, Margono Setiawan & Surachman Surachman (2017) entitled "Organizational Commitments Are Mediation Of Relationships Between Servant Leadership And Employee Performance" said that servant leadership has relevance to organizational commitment, and employee performance. Research conducted also by Harianto et al. (2014) concluded the results of research that said that servant leadership of the Head of Service had a positive and significant effect on employee performance.

Previous research on the Effect of Organizational Commitment on Employee Performance conducted by Laily (2017) found that organizational commitment to the performance of office employees has a positive and significant level of Effect. Previous research on Servant Leadership and Organizational Commitment to Employee Performance According to Yukl (2015), the main value of servant leadership can increase the commitment of subordinate organizations. Then based on the theory of goal setting proposed by Locke & Lattham (1990) in Kamanjaya (2017) that one of the principles in setting and achieving goals is commitment, which will ultimately provide feedback to employee performance.

The purpose of this study was to determine the effect of education level on the work activities of PLN ULP Way Halim employees. Therefore, this study predicts the Effect of one of the variables that shows whether there is a functional relationship between independent variable X, namely the level of variable Y, namely employee efficiency at PLN ULP Way Halim.

RESEARCH METHODE

The research method used is causal quantitative research. The data used are primary and secondary data. The data collection techniques used are questionnaires, interviews and observations, as well as various theories used through scientific journals. Primary data sources are information obtained from primary sources or from individuals or persons. The information was obtained from questionnaires filled out by PLN ULP employee Way Halim regarding employee leadership, work motivation, organizational commitment and employee effectiveness. Secondary data is used to supplement the required data. The secondary data used in this study is the attendance data of PLN ULP Way Halim employees.

Population is a combination of all elements in the form of events, objects, or people who have similar characteristics, which become the center of attention of researchers when viewed as a study (Ferdinand, 2016). The main population of this study is all employees of PLN ULP Way Halim 79 employees. The sample used was 44 employees using the slovin formula. The research was conducted at PLN ULP Way Halim and the implementation period was December 2023. The data analysis techniques used are descriptive analysis, quantitative data analysis and multiple linear analysis with hypothesis testing using the T Test, F Test and Determination coefficient test, and Instrument testing techniques using validity tests and reality tests.

RESULT AND DISCUSSION

Research Instrument Test

Validity Test

Validity testing is the extent to which a measuring instrument can measure what should be measured, so research using questionnaires must test the validity of most measurements (Shintya Yuliana¹, Nor Norisanti², Faizal Mulia³). According to (Ghozali, 2018), the validity test can be done by comparing the calculated r value with the table r . The calculated r value is taken from the results of SPSS (statistical Product and Service Solution). Test validity using the SPSS 26 program with the Pearson Correlation method, namely. Each point is correlated with the total score of the items in the questionnaire. The reasons for making validity testing decisions are as follows:

1. If the r count is greater than the table R then the question item or indicator is said to be valid.
2. If the r count is smaller than the R of the table then the question item or indicator is declared invalid.

Table 1.
Servant Leadership Variable Validity Test

Statement to	r count	r table	Information
1	0,683	0.329	Valid
2	0,681	0.329	Valid
3	0,660	0.329	Valid
4	0,642	0.329	Valid
5	0,513	0.329	Valid
6	0,654	0.329	Valid
7	0,562	0.329	Valid

Source: Data processed by Researchers through SPSS Version 26,2023

From table 1 it can be seen that the R value is calculated from 7 variable statements tested and 7 statements are positive or greater than the R table (0.329), and the significance is not more than 0.05 with this result it can be concluded that 7 statements from each variable in this study are declared valid.

Table 2.
Test of Validity of Organizational Commitment Variables

Statement to	r count	r table	Information
1	0,549	0.329	Valid
2	0,552	0.329	Valid
3	0,459	0.329	Valid
4	0,594	0.329	Valid
5	0,557	0.329	Valid
6	0,513	0.329	Valid
7	0,517	0.329	Valid
8	0,517	0.329	Valid
9	0,468	0.329	Valid
10	0,560	0.329	Valid

Source: Data processed by Researchers through SPSS Version 26,2023

Table 2 shows that the R value of the 10 variable statements tested and 10 statements is positive or greater than the R of the table (0.329) and the significance is not greater than 0.05, so it can be concluded that the statements of each variable in this case are valid.

Table 3.
Employee Peformance Validity Test Variable Y

Statement to	r count	r table	Information
1	0,799	0.329	Valid
2	0,722	0.329	Valid
3	0,781	0.329	Valid
4	0,752	0.329	Valid
5	0,803	0.329	Valid
6	0,698	0.329	Valid
7	0,695	0.329	Valid

Source: Data processed by Researchers through SPSS Version 26,2023

From Table 3, it can be seen that the calculated R value of 7 variable expressions tested and 7 sentences tested is positive or the value is greater than

the R value of the table (0.329) and the significance is not greater than 0.05, so it can be concluded. That all variables of this study are declared valid.

Reliability Test

This refers to the perception that the instrument is reliable enough to be used as a data collection tool because the instrument is good. Cronbach's alpha formula measured on Cronbach's alpha scale 0-1 can be used to test reliability. The reliability of a variable structure (item) is said to be good if it has an Alpha value of 0.60. According to (Ghozali, 2018), reliability testing is a reliability whose purpose is to find out how long a meter can be trusted. To test the reliability of all statements, this study uses Cronbach's alpha method (Cronbach's alpha coefficient) to determine the reliability of instruments scored in the form of intervals or multi-value scales. The basics of reliability testing are:

If the Cronbach Alpha score > 0.60 , the questionnaire tested is declared reliable.

Table 4.
Reliability Test Results

Reliability Statistics	
Cronbach's Alpha	N of Items
0.850	24

Source: Data processed by Researchers through SPSS Version 26,2023

Based on the table 4, it shows that Cronbach's alpha value obtained is 0.850. If Cronbach's alpha value > 0.60 so the survey can use respondents' answers to each of the variables mentioned.

Multiple Linear Regression Analysis

Table 5.
Multiple Linear Regression Test Results

Coefficients ^a						
Model		Unstandardized Coefficient		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4,380	1,607		2,725	0,013
	Servant Leadership	0,524	0,067	0,636	7,826	0,000
	Organizational Commitment	0,237	0,047	0,409	5,037	0,000

a. Dependent variable: Employee Performance

Source: Data processed by Researchers through SPSS Version 26,2023

Based on the SPSS output in table 5, the regression equation is obtained as follows:

$$Y = 4.380 + 0.524 X1 + 0.237 X2$$

The model shows that:

1. Constant = 4.380 It means that if the variables Servant Leadership and Organizational Commitment are assumed to be fixed then the Performance value is = 4.380.
2. The value of the Servant Leadership coefficient of 0.524, means that every 1 value increase for Servant Leadership, the performance increases by 0.524.
3. The value of the Organizational Commitment coefficient shows a number of 0.237, meaning that every time there is an increase of 1 value for Performance, the Organizational Commitment increases by 0.237.

This means that all independent variables have an influence on the Bound variable, the Servant Leadership variable (X1) has a positive influence as well as the Organizational Commitment variable (X2) has a positive influence on the Performance variable (Y)

T Test (Partial)

To show that the independent variable of servant leadership has a partial effect on performance, the hypothesis tested is as follows:

- Ho = partial serving leadership has no positive and significant effect on performance.
- Ha = partially employee management has a positive and significant effect on performance

Table 6.
Test Results t (Partial)

Coefficients ^a						
Model		Unstandardized Coefficient		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4,380	1,607		2,725	0,013
	Servant Leadership	0,524	0,067	0,636	7,826	0,000
	Organizational Commitment	0,237	0,047	0,409	5,037	0,000

a. Dependent variable : Employee Performance

Source: Data processed by Researchers through SPSS Version 26,2023

The table above can be interpreted:

- H1: testing the hypothesis of the recruitment variable (X1) with the calculation results obtained from employee activities (Y), namely $t \text{ count} > t \text{ table}$ ($2.725 > 1.688$) with a level of significance ($0.000 < 0.05$). This shows that recruitment variables have a significant effect on the performance of Deandra Batik Deaf Lampung employees. So it was rejected and accepted.
- H2: testing the hypothesis of the selection variable (X2) using the calculation results obtained from employee activities (Y) namely $t\text{-count}$ with; $t\text{-table}$ ($5,037 > 1.688$) with the significance level of with; 0.05 ($0.087 > 0.05$).

This shows that H_0 is accepted and H_a is rejected, which means that there is no influence between the independent variable and the dependent variable.

F Test (Simultaneous)

Table 7.
F (Simultaneous) Test Results

ANOVA ^a						
Model		Sum of square	df	Mean square	F	Sig.
1	Regression	177,084	2	88,542	138,016	,000 ^b
	residual	326,326	19	0,642		
	Total	658,000	21			
a. Dependent variable : Employee Performance						
b. Predictors: (Constant), Organizational Commitment, Servant Leadership						

Source: Data processed by Researchers through SPSS Version 26,2023

Based on the table above, the variables of leadership serving and organizational commitment obtained simultaneous test results $F \text{ count} = 138.016$ and $F \text{ table } 3.27$ with a significant value of less than 0.05 ($0.000 < 0.05$), so it can be concluded that leadership serves and organizational commitment. The variables together have a positive and significant effect on efficiency which means H_0 is rejected and H_a is accepted.

Coefficient of Determination (R^2)

According to Sujarweni (2019), the coefficient of determination (Goodness of fit) indicated by R^2 is an important measure in regression. The determination (R^2) reflects the ability of the dependent variable. The value of R^2 indicates how much of the total dependent variation in the table can be described by the explanatory variable. Ghozali (2018) states, "The higher the R^2 value, the greater the proportion of total variation of the dependent variable that can be explained

by the independent variable". The results of the determination test (R^2) can be seen from the value of the determination factor in the following table:

Table 8.
Results Coefficient of Determination (R^2)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.870 ^a	0,757	0,742	1,557
a. Predictors: (Constant), Organizational Commitment, Servant Leadership				

Source: Data processed by Researchers through SPSS Version 26,2023

Based on Table 8. above, the result of the coefficient of determination or R value can be described by an R-square value of 0.757 or 75.7%. Thus, it can be argued that 75.7 percent of the variance of independent variables such as servant leadership and organizational commitment can be explained by performance variances. The remaining 24,3% can be explained by other factors or variables outside the variables studied.

CONCLUSION

Based on the description of research results and analysis of research results presented, it can be concluded that it is proven:

1. Leadership Service has a positive and significant effect on improving employee performance at PLN ULP WAY HALIM
2. Organizational commitment has a positive and significant effect on improving employee performance at PLN ULP WAY HALIM.
3. There is a simultaneous influence between leadership and organizational commitment. significant to the improvement of PLN ULP WAY HALIM (Y) performance.

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