

The Role of Servant Leadership and Work Motivation on Performance Employees Mediated by Organizational Commitment at the Dinas Koperasi, Usaha Kecil Menengah Dan Perdagangan Kabupaten Badung

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ABSTRACT: The study aims to find the role of servant leadership and work motivation on employee performance mediated by organizational commitment at the Dinas Koperasi, Usaha Kecil Menengah Dan Perdagangan Kabupaten Badung. The population and sample used were all employees of the Cooperatives, Small and Medium Enterprises and Trade Office of Badung Regency totaling 74 respondents. Data analysis was conducted using PLS. The results of the analysis showed that servant leadership and work motivation had a positive and significant effect on organizational commitment at the Cooperatives, Small and Medium Enterprises and Trade Office of Badung Regency, servant leadership, work motivation and organizational commitment had a positive and significant effect on employee performance at the Cooperatives, Small and Medium Enterprises and Trade Office of Badung Regency. Organizational commitment is able to mediate the influence of servant leadership and work motivation on the performance of employees of the Dinas Koperasi, Usaha Kecil Menengah Dan Perdagangan Kabupaten Badung.

KEYWORDS: *Servant Leadership*, Motivasi Kerja, Komitmen Organisasi dan Kinerja Pegawai

I. INTRODUCTION

The era of globalization has caused Indonesia to experience various changes and impacts on its economy (Widianti, 2022). The Indonesian government continues to strive to manage the impacts of globalization with appropriate economic policies, so that it can ensure that Indonesia takes maximum advantage of the era of globalization while overcoming the challenges that may arise.

The government needs to ensure and maintain all forms of community businesses so that they can survive and thrive in the era of globalization. The role and support of the government in the form of supportive policies can be a determining factor in the sustainability and success of community businesses as a tool for empowering the community's economy.

One of the factors that need to be considered to win the competition is employee performance. According to (Mangkunegara, 2021) employee performance is the quality and quantity of work results achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. According to (Ernawati et al., 2020) employee performance is the result or level of success of a person or group in a certain period in carrying out tasks compared to various possibilities such as work results, targets or criteria that have been determined in advance and have been mutually agreed upon.

Badung Regency Government is a regional government responsible for administration and development in Badung Regency, Bali, Indonesia. As part of the Indonesian government system, the regency government has the function of managing government affairs that are under its authority at the regency level. That the Badung Regency Cooperatives, SMEs and Trade Service has the task of assisting the Regent in carrying out government affairs in the fields of Cooperatives, Small and Medium Enterprises and Trade which are under the authority of the region, as well as carrying out deconcentration tasks, led by a Head of Service, who is under and responsible to the Regent through the Regional Secretary (diskopukmp.badungkab.go.id, 2022).

The level of performance quality of the Badung Regency Cooperatives, SMEs and Trade Service can be reviewed from various aspects. One of these aspects is the assessment of the Government Agency Performance Accountability Report (LKjIP). The LKjIP of the Badung Regency Cooperatives, SMEs and Trade Service in 2022 was prepared with reference to the Technical Instructions for Performance Agreements, Performance Reports and Procedures for Review of Government Agency Performance Reports, namely Regulation of the Minister of PAN and RB No. 53 of 2014. Details of the achievements of the Badung Regency Cooperatives, SMEs and Trade Service in 2024 based on strategic targets and main performance indicators are presented in Table 1 as follows:

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Tabel 1 Performance Achievements of Dinas Koperasi, Usaha Kecil Menengah dan Perdagangan Kabupaten Badung in 2024

No.	Sasaran	Indikator Kinerja	Target (%)	Realisasi (%)
1	Increase the number of healthy and active cooperatives	1. Healthy Cooperatives	7	21,25
		2. Active Cooperatives	89,39	89,16
2	Increasing the status of MSMEs to become entrepreneurs	Entrepreneurs in Badung Regency	15	17
3	Increasing contribution of the trade sector in Badung Regency	1. Market share control	13,2	20,29
		2. UTTP to applied	20	19,28
4	Realization of <i>good</i> governance	Predicate AKIP	82	80,37

Sumber : Dinas Koperasi, Usaha Kecil Menengah dan Perdagangan Kabupaten Badung (2025)

Dinas Koperasi, UKM dan Perdagangan Kabupaten Badung has set 4 strategic targets, but there are strategic targets that have not reached the target, namely the realization of good government governance. The performance achievement that has not reached the target is caused by employees of the cooperative, SME and trade office being less aware of the contents of the Regional Apparatus Performance Accountability (AKIP) and the role of planning documents in the process of implementing activities and performance measurement that is oriented towards results measured by good and correct indicators.

One of the factors that influences employee performance is servant leadership style. (Suprianto et al., 2021) stated that servant leadership or commonly called servant leadership is leadership that develops employees, empowers employees, is responsible, and is not self-centered. Leaders who have a servant leadership style are leaders who have the principle of serving their employees without expecting anything in return (Sendjaya & Cooper, 2011). Servant leaders are those who commit themselves to providing opportunities for their followers to build skills and knowledge, and support them in achieving their goals through the use of their talents and intellectual capacities (Walumbwa et al., 2021). Research conducted by (Bayram & Zoubi, 2020; Candra Susanto et al., 2023; Febrianti & Yulian, 2022; Hajiali et al., 2022) found that servant leadership has a positive and significant effect on employee performance. In contrast to research conducted by (Sihombing, 2024) which found that servant leadership had no effect on employee performance.

Another factor that affects employee performance is work motivation. According to (Maruli, 2020), work motivation is everything that arises from a person's passion, by creating passion and desire from within a person that can influence and direct and maintain behavior to achieve goals or desires that are in accordance with the scope of work. Supported by (Ferdinatus, 2020) who said that work motivation is something that must be built with a good personality or character, because the drive for work motivation that is based on the existence of wrong principles and reasons will result in personal and organizational losses. Research conducted by (Parashakti et al., 2020; Stafrezar, 2023; Sunarsi et al., 2020) and Mifta et al. (2023) found that work motivation has a positive and significant effect on employee performance. In contrast to research conducted by (Fachrezi & Khair, 2020) which found that work motivation had no effect on employee performance.

Due to the inconsistent research results, this study was conducted by adding a mediating variable. The mediating variable used in this study is organizational commitment. Suparyadi (2021:451) organizational commitment is an attitude that shows more than just formal membership, but also includes an attitude of liking the organization and a willingness to strive for a high level of effort for the interests of the organization in order to achieve its goals. (Mathis & Jackson, 2012) state that organizational commitment is the degree to which employees believe in and accept the goals of the organization, and wish to stay with the organization. (Robbins & Judge, 2021) organizational commitment is a state in which an employee sides with a particular organization and its goals and desires to maintain membership in the organization. So, high job involvement means siding with a particular job of an individual, while high organizational commitment means siding with the organization that recruited the individual. Research conducted by (Ridwan et al., 2020; Sunarsi et al., 2020; Yanner et al., 2020) and Wayenber (2022) which states that organizational commitment has a positive effect on employee performance.

There are several factors that influence organizational commitment, one of which is servant leadership. A leader who has the principle of serving employees without any reward is a form of servant leadership style. According to Spears (2020:255) said that a servant leader is a leader who prioritizes service, starting with a person's natural feeling of wanting to serve and to prioritize service. Furthermore, consciously, this choice brings aspirations and encouragement in leading others. This difference is evident from the attitude brought by the servant, the first is feeling confident that the highest needs of others are met. The main goal of a servant leader is to serve and meet the needs of others, which optimally should be the main motivation for leadership (Russell & Stone, 2020:11). Servant leaders will ultimately develop the attitudes of individuals around them in the hope of having the same attitude to serve well. Research conducted by (Ekhsan & Saroh, 2021; Rahmatullah et al., 2022; Vrcelj et al., 2022; Wibowo et al., 2023) which found that servant leadership has a positive and significant effect on organizational commitment. Berlawanan dengan penelitian yang dilakukan oleh Li et al., (2021) yang menemukan bahwa *servant leadership* tidak berpengaruh terhadap komitmen

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organisasi contrast to research conducted by (Goetz & Wald, 2022) which stated that organizational commitment has no effect on employee performance.

Another factor that influences organizational commitment is work motivation. According to Pratiwi (2021), work motivation is a set of energetic forces that come from within and outside the individual, to initiate work-related behavior in terms of form, direction, intensity, and duration. Supported by Uno's income (2020) who said that Employee work motivation is a process carried out to motivate employees to carry out activities or activities that can be directed at real efforts in achieving a predetermined goal. Motivation is created from employee behavior when faced with the situations and conditions of the place where they work. Motivation is also something good that can direct employees to work in accordance with the vision and mission of the company where they work (Pelatihan et al., 2021). Research conducted by Bytyqi (2020), Akmaludin et al., (2021), Sagituly & Guo (2021) and Malik et al., (2024) found that work motivation has a positive and significant effect on organizational commitment. In contrast to research conducted by Frastika & Franksiska (2021) which found that work motivation has no effect on organizational commitment.

Based on the phenomenon and research gap , the author is interested in conducting research on the Role of Servant Leadership and Work Motivation on Employee Performance Mediated by Organizational Commitment at the Dinas Koperasi, Usaha Kecil Menengah Dan Perdagangan Kabupaten Badung.

II. RESEARCH METHODS

This study uses quantitative and qualitative approaches to obtain research objectives. The population and sample used were all employees of the Cooperatives, Small and Medium Enterprises and Trade Service of Badung Regency totaling 74 respondents. Data collection was carried out using a questionnaire and data analysis was carried out using PLS.

III.RESULTS AND DISCUSSIONS

Hypothesis testing in this study includes direct and indirect influences. In terms of testing hypotheses, the results of SmartPLS 3.0 data processing are displayed in the form of images, as shown in Figure 1 as follows:

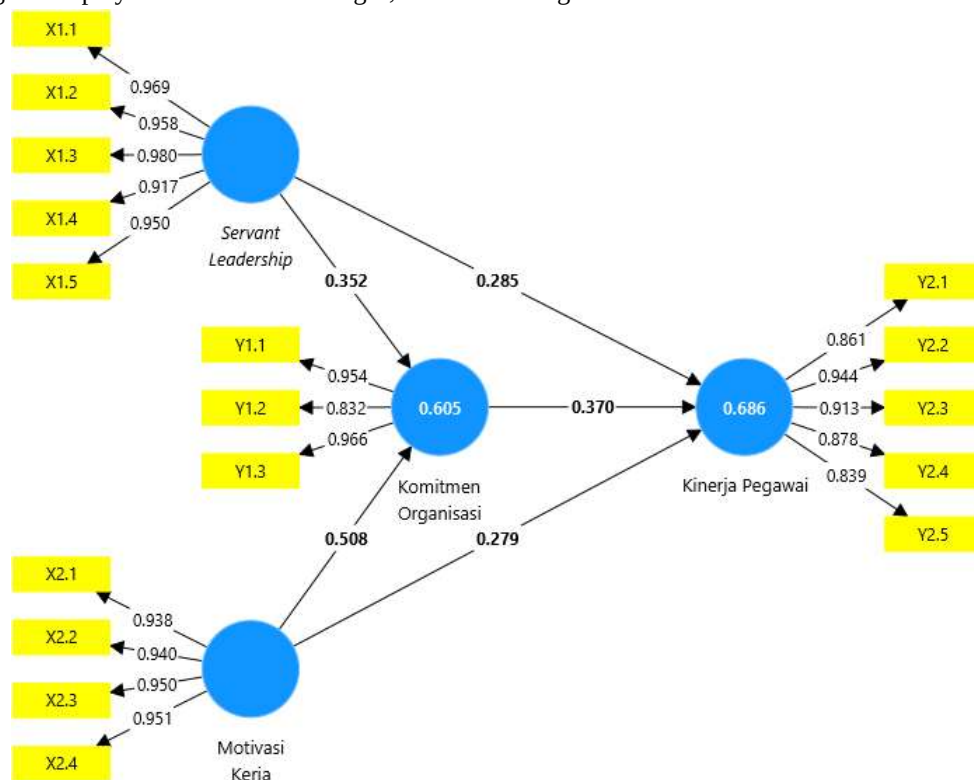


Figure 5.1 Path Diagram of the Relationship Between Variables

Based on the results of data processing carried out with the SmartPLS 3.0 program. As shown in Figure 1, then you can create a table regarding the relationship between variables, as shown in Table 2 below.

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Tabel 2 Relationship Between Variables

	Original sample (O)	T statistics	P values
Servant Leadership -> Organizational Commitment	0.352	3.224	0.002
Work Motivation -> Organizational Commitment	0.508	4.115	0.000
Servant Leadership -> Employee Performance	0.285	2.771	0.007
Work Motivation -> Employee Performance	0.279	2.847	0.005
Organizational Commitment -> Employee Performance	0.370	3.518	0.001
Servant Leadership -> Organizational Commitment -> Employee Performance	0.130	2.196	0.030
Work Motivation -> Organizational Commitment -> Employee Performance	0.188	2.794	0.006

Sumber : Processed data, 2025

Based on Table 2, the test of the relationship between variables can be described as follows:

1. The Influence of *Servant Leadership* on Organizational Commitment
The results of the analysis show a path coefficient of 0.352 with a t-statistic coefficient of 3.224 and a significance value of $0.002 < 0.05$, indicating that *servant leadership* has a positive and significant effect on organizational commitment. The results of this test prove hypothesis 1 (H1), which states that *servant leadership* has a positive effect on organizational commitment being accepted.
2. The Influence of Work Motivation on Organizational Commitment
The results of the analysis show a path coefficient of 0.508 with a t-statistic coefficient of 4.115 and a significance value of $0.000 < 0.05$, indicating that work motivation has a positive and significant effect on organizational commitment. The results of this test prove hypothesis 2 (H2), which states that work motivation has a positive effect on organizational commitment is accepted.
3. The Influence of *Servant Leadership* on Employee Performance
The results of the analysis show a path coefficient of 0.285 with a t-statistic coefficient of 2.771 and a significance value of $0.0007 < 0.05$, indicating that *servant leadership* has a positive and significant effect on employee performance. The results of this test prove hypothesis 3 (H3), which states that *servant leadership* has a positive effect on employee performance is accepted.
4. The Influence of Work Motivation on Employee Performance
The results of the analysis show a path coefficient of 0.279 with a t-statistic coefficient of 2.847 and a significance value of $0.005 < 0.05$, indicating that work motivation has a positive and significant effect on employee performance. The results of this test prove hypothesis 4 (H4), which states that work motivation has a positive effect on employee performance is accepted.
5. The Influence of Organizational Commitment on Employee Performance
The results of the analysis show a path coefficient of 0.370 with a t-statistic coefficient of 3.518 and a significance value of $0.001 < 0.05$, indicating that organizational commitment has a positive and significant effect on employee performance. The results of this test prove hypothesis 5 (H5), which states that organizational commitment has a positive effect on employee performance is accepted.
6. The Influence of *Servant Leadership* on Employee Performance Through Organizational Commitment
The results of the analysis show a path coefficient of 0.130 with a t-statistic coefficient of 2.196 and a significance value of $0.030 < 0.05$, indicating that *servant leadership* has a positive and significant effect on employee performance through organizational commitment. The results of this test prove hypothesis 6 (H6), which states that *servant leadership* has a positive and significant effect on employee performance can be accepted.
7. The Influence of Work Motivation on Employee Performance Through Organizational Commitment
The results of the analysis show a path coefficient of 0.188 with a t-statistic coefficient of 2.794 and a significance value of $0.006 < 0.05$, indicating that work motivation has a positive and significant effect on employee performance through organizational commitment. The results of this test prove hypothesis 7 (H7), which states that work motivation has a positive and significant effect on employee performance can be accepted.

IV. CONCLUSIONS AND RECOMMENDATIONS

From the results of research conducted at the Dinas Koperasi, Usaha Kecil Menengah Dan Perdagangan Kabupaten Badung it can be concluded that servant leadership and work motivation have a positive and significant effect on organizational commitment of the Dinas Koperasi, Usaha Kecil Menengah Dan Perdagangan Kabupaten Badung, work motivation and organizational commitment have a positive and significant effect on the performance of employees of the Dinas Koperasi, Usaha Kecil Menengah

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Dan Perdagangan Kabupaten Badung. Organizational commitment is able to mediate the influence of servant leadership and work motivation on the performance of employees of the Dinas Koperasi, Usaha Kecil Menengah Dan Perdagangan Kabupaten Badung.

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