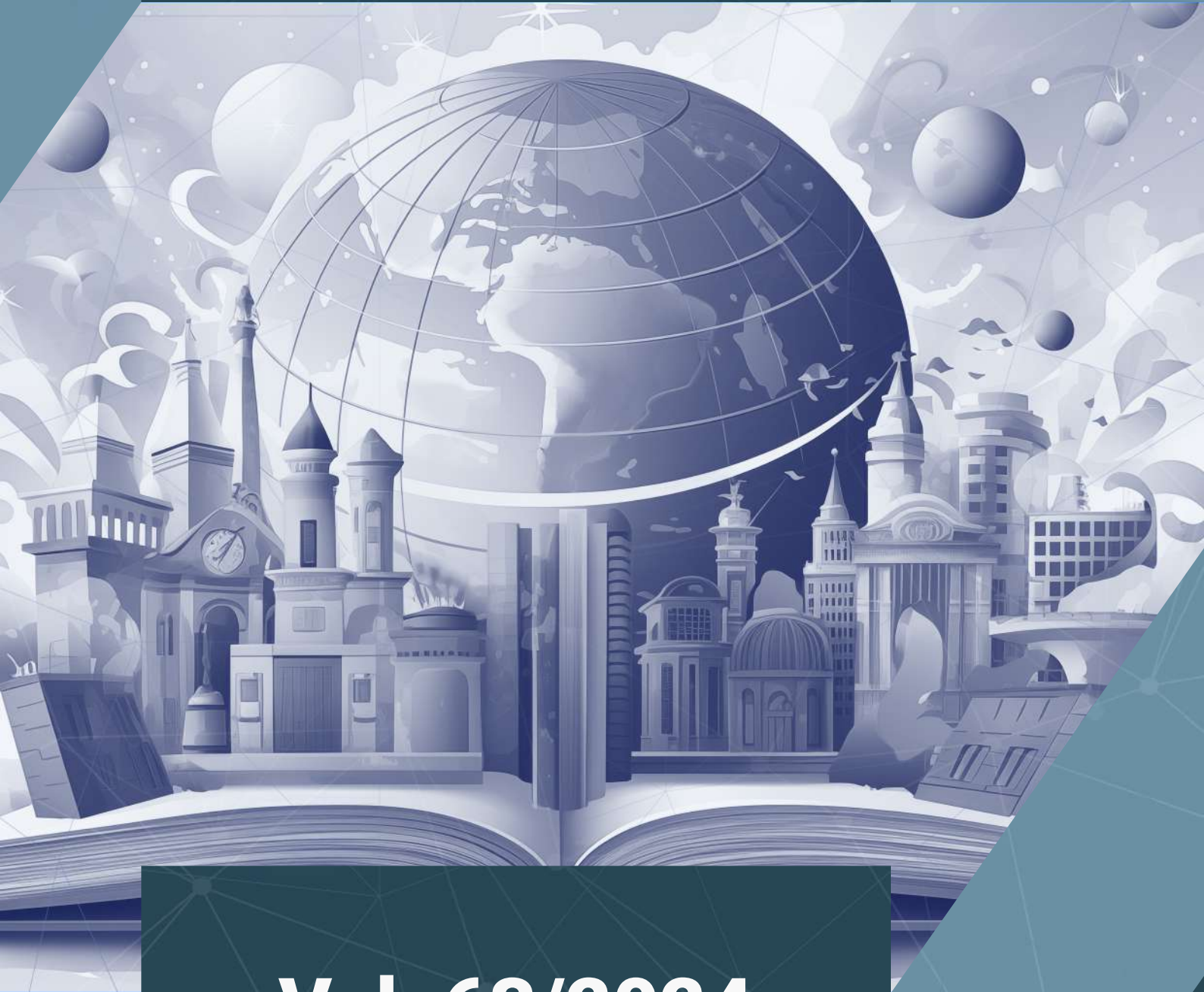




TECHNIUM
SOCIAL SCIENCES JOURNAL



Vol. 63/2024
A New Decade for Social Changes

PLUS
COMMUNICATION P



International
Communication & PR

The Influence of Servant Leadership and Organizational Culture on Employee Performance at ODSK Regional General Hospital in North Sulawesi

Fanny Maria Louise Saharui¹, Wilson Bogar², Jetty E. H. Mokat³

Public Administration Magister Program, Universitas Negeri Manado, Indonesia

mayu.saharui@gmail.com¹, wilsonbogar@unima.ac.id², jettymokat@unima.ac.id³

Abstract. This study aims to determine (1) The influence of servant leadership on the performance of employees of the ODSK Regional General Hospital, North Sulawesi Province. (2) To determine the influence of organizational culture on the performance employees of the ODSK Regional General Hospital, North Sulawesi Province. (3) To determine the influence of servant leadership and organizational culture together on the performance of employees of the ODSK Regional General Hospital, North Sulawesi Province. The research method employed is a survey method using questionnaires designed in a Likert scale format. The respondents of the study consisted of 137 employees selected through proportional random sampling. The analysis used to test the research hypotheses includes simple and multiple regression and correlation techniques. The conclusions of this study indicate that (1) Servant Leadership has a positive and significant effect on employee performance. (2) Organizational Culture has a positive and significant effect on employee performance. (3) To determine the joint influence of servant leadership and organizational culture on the performance of employees at ODSK Provincial General Hospital in North Sulawesi. Recommendations: (1) Foster mutually supportive relationships between leaders and employees, as well as among employees, through harmonious interactions. (2) Build an organizational culture that encourages employees to stay and work effectively. (3) Enhance employee performance through servant leadership and organizational culture initiatives implemented simultaneously.

Keywords. Servant Leadership, Organizational Culture, Employee Performance

A. Introduction

The health sector is one of the sectors that depends on the availability of human resources. Facing the era of globalization where the implementation of the free market and the development of science and technology in the health sector as well as increased competition between hospitals, it requires qualified and professional human resources in their fields (Wati, 2017) [1]. The main challenge in efforts to improve health services as well as possible is the human resources themselves. Health workers who are already in health organizations (hospitals) need to be developed and directed so that they can work more productively and professionally (Jackson: 2010 in Wati, 2017) [1].

ODSK hospital, as one of the sub-systems in national health services, is also inseparable from the challenges and competition in the current era of modernization. The demand for excellent service as a standard of meeting the needs and satisfaction of patients as customers is one of the benchmarks of achieving organizational performance that must be realized together by all stakeholders involved in it (Putri, 2018) [2]. Its existence is an important part of public services that aims to provide the best possible service to the community. Therefore, along with the demand for good medical service needs, it requires health workers and administrative staff who have reliable performance as well and must continue to be improved every year, in order to be able to realize the hospital's goal as a community servant.

In a study by Davis and Newstrom (1985) in Rahma et al. (2013) that the high and low performance of employees is determined by several factors, among others, which affect the high and low performance is motivation, leadership, communication, organizational culture and physical conditions of residence. Davis then suggested that employees who have low performance should be given sanctions, because otherwise it will have a bad impact, both on employees and on the agency [3].

Employee performance is a very important factor for an organization. Performance as a manifestation of an employee's work behavior which is displayed as work performance in accordance with his role in an organization within a certain period of time [4]. This is because employee performance determines the success and survival of the organization. In every organization, humans are one of the most important components in reviving the organization (Buchanan, 2015) [5]. This must be supported by good performance because without good performance, the organization will not achieve its goals [6].

Achieving organizational goals requires good cooperation between the components in it. Cooperation is formed when everyone has the same meaning of what will be achieved. Achievement will be carried out if there is leadership (Mokat, 2019) [7]. Leadership is the process of influencing others to work together productively and under pleasant conditions (Mokat, 2016) [8]. This is in line with the expression (Bogar, 2019) in the results of his research explaining that the right leadership style affects employee creativity [9]. Leader involvement in efforts to improve work quality and employee behavioral growth is applied in a leadership model known as servant leadership (Astohar, 2012 in Al Majid & Puspita, 2024) [10].

Servant leadership is a form of charismatic leadership that is most influenced by morals. The philosophy and principles of servant leadership are to provide services to employees and put the interests of subordinates above the interests of the leader (Eva et al., 2019) [11]. The services provided are in the form of support in the form of good relationships, developing an atmosphere of mutual respect, building teamwork, and listening to colleagues and employees. The role of leadership in an organization can create a conducive working relationship in order to achieve organizational goals (Mokat, 2020) [12].

Servant Leadership can provide information about work that enables employees to act with a sense of self-responsibility and at the same time can develop morale and improve organizational performance [13]. The existence of harmonious cooperation is expected to improve the performance of employees because Servant Leadership is related to the overall process of fostering human behavior in the organization. With effective Servant Leadership, it will encourage increased performance in employees. In relation to this research, which was conducted at ODSK Hospital, where there are still employees carrying out their duties not in accordance with what is expected, this is influenced by Servant Leadership. Apart from Servant Leadership, it is also influenced by organizational culture.

In relation to improving employee performance at ODSK Hospital is the duty and responsibility of all levels, especially leaders in fostering and guiding subordinates so that they can work properly and correctly in accordance with their respective duties and functions. In every organization, of course, it has a personality, and that personality is an organizational culture. According to Robbins and Judge (2008) in Brury (2016), organizational culture refers to a system of shared meanings adopted by members that distinguishes the organization from other organizations [14]. Organizational culture is one of the elements in empowering employees in the organization. Organizations that have a strong culture can have a meaningful influence on the behavior and attitudes of their members (Robbins, 2002 in Irviranty, 2015) [15]. Organizational culture can influence employees in behavior, how to work with teams and how to describe work. Without an organizational culture, an employee tends to feel reluctant to carry out a task properly regardless of his status in the organization, due to the lack of clear commitment agreements (Porwani, 2010 in Andayani & Soehari, 2019) [16]. High employee performance is strongly influenced by organizational culture factors. The concept of organizational culture is one of the tools to improve employee performance, because organizational culture affects the mindset, feelings and ways employees act in the organization [17].

The performance problems mentioned above are also found in the ODSK Regional General Hospital of North Sulawesi Province. Where the ODSK Regional General Hospital of North Sulawesi Province expects that its employees can carry out their duties in accordance with applicable regulations, namely carrying out their duties with full devotion, awareness, and responsibility. Work honestly, orderly, carefully, and enthusiastically. Come to work and obey the provisions of working hours and achieve the work targets set.

There are many factors that influence low employee performance. Among them are service-based leadership, organizational culture, interpersonal communication, job satisfaction, work climate, organizational commitment, supervision, managerial ability, employee motivation and employee attitude. Due to the breadth of factors affecting employee performance, this study is limited to two factors as variables which, according to the author's consideration, are very dominant, namely service-based leadership and organizational culture. Thus, the author formulated the title "The influence of Servant Leadership and organizational culture on the performance of employees of the ODSK Regional General Hospital of North Sulawesi Province". This study aims: (1). To determine the effect of Servant Leadership on the performance of employees of the ODSK Regional General Hospital of North Sulawesi Province. (2). To determine the effect of organizational culture on the performance of employees of the ODSK Regional General Hospital of North Sulawesi Province. (3). To determine the effect of Servant Leadership and organizational culture together on the performance of employees of the ODSK Regional General Hospital of North Sulawesi Province.

B. Method

The method used in this research is a survey. As the implementation of research using survey research methods, researchers use questionnaire tools to be used as data collection tools through research. The population of this study were ASN employees of the ODSK Regional General Hospital of North Sulawesi Province totaling 207 people. To determine the sample size, researchers used the Slovin formula (1984) to obtain a sample unit with a size of 137 employees. The research instrument prepared for each variable is arranged on a Likert scale measurement scale. The analytical method used to test the hypothesis in this study uses simple and multiple

regression analysis techniques, as well as simple and multiple correlations. and calculated through the SPSS 21 for windows program.

C. Result and discussion

The data description in this study is intended to provide information and an overview of the data that has been collected. In accordance with the variables studied, in this description, the explanation will be carried out in three parts, namely employee performance (Y), Servant Leadership (X₁), and Organizational Culture (X₂).

Result

1. Analysis Requirement Test

In accordance with the rules that apply in parametric statistical testing, before the data is calculated for the purposes of hypothesis testing, it first needs to be tested whether the test requirements are met or not. There are two requirements that must be met in parametric statistical tests in this study, namely normality test and linearity test. As a requirement, before conducting an analysis for hypothesis testing, the test requirements must be met.

Normality Test of Error Distribution (Y-Ŷ)

This normality test is carried out to ascertain whether the data collected from respondents comes from a normally distributed population or not. the test used to test the normality of the data is the Liliefors test. The hypothesis that guides this test is:

H₀ : L_{count} < L_{table} = the data comes from a normally distributed population

H₁ : L_{count} > L_{table} = the data comes from a non-normally distributed population

Based on the research data, it can be explained the state of the data from the normality test results as follows:

Table 1. Summary of Test Results for Normality of Estimated Error

No.	Error of Regression Estimates	L _{table} (α=0,05)	L _{count}	Description
1	Employee Performance	0,0322	0,0758	Normal
2	Servant Leadership	0,0454	0,0758	Normal
3	Organizational Culture	0,0322	0,0758	Normal

Significance and Linearity Test

Other assumption test requirements are significance and linearity tests of the regression equation. The hypothesis pair for testing the significance of the regression equation is as follows:

H₀ : Regression direction coefficient is meaningless (β = 0)

H₁ : The regression direction coefficient is meaningful or significant (β ≠ 0)

The test criteria are “reject H₀ if F_{count} is greater than F_{table} with an α chance and a numerator degree of freedom of 1 and a denominator degree of freedom (df) n – 2. With a research sample size of 137, the denominator degree of freedom for the linearity test is 135. Specific pairs of research hypotheses for the linearity test are as follows:

H₀ : Regression is linear

H₁ : Regresi is non-linier

The test criterion for linearity is “reject that the regression is linear if the F_{count} statistic for the Sum of Squares (Unmatched) is greater than the F_{table} price with $k - 2$ numerator degrees of freedom and $n - k$ denominator df at the selected chance of error”.

Based on the results of the analysis of the significance of the Servant Leadership regression coefficient on employee performance, it shows that the F_{count} of 320.165 is greater than the F_{table} value at the numerator degree of freedom 1 and the denominator degree of freedom 135 both for the significance level $\alpha = 0.05$ of 3.911. Because $F_{\text{count}} > F_{\text{table}}$ it can be concluded that the Servant Leadership regression equation on employee performance is significant. Meanwhile, for the regression linearity test, $F_{\text{count}} = 0.766$ with a numerator degree of freedom of 89 and a denominator df of 46 obtained an F_{table} price of $F_{\text{table}(0.05)} = 1.557$. Because F_{count} is smaller than F_{table} , it can be concluded that the Servant Leadership regression equation on Employee Performance is linear.

Based on the results of the analysis of the significance of the regression coefficient of organizational culture on employee performance, it shows that $F_{\text{count}} = 324.086$ while F_{table} on the degree of freedom of the numerator 1 and the degree of freedom of the denominator 135 is obtained respectively $F_{\text{table}(0.05)} = 3.99$. By looking at the results of this analysis, reject H_0 , meaning that the regression of organizational culture on employee performance is highly significant. The results of the analysis of the linearity of regression as seen in the analysis of variance table obtained $F_{\text{hitung}} = 1.174$. While F_{table} on the degree of freedom of the numerator 89 and the degree of freedom of the denominator 46 obtained each price $F_{\text{table}(0.05)} = 1.557$. By comparing the value of F_{count} with F_{table} , it can be seen that F_{count} is smaller than F_{table} at $\alpha = 0.05$. By paying attention to the linearity test criteria, it can be concluded that the Analysis of Variance for Significance and Linearity of Organizational Culture Regression on Employee Performance $\hat{Y} = 17.819 + 0.869x_2$ is linear.

2. Hypothesis Test

After analyzing the regression and correlation models, the calculation results obtained are as follows:

Effect of Servant Leadership (X_1) on Employee Performance (Y)

The statistical hypothesis proposed in this study is related to Servant Leadership (X_1) has a positive effect on employee performance (Y). The statistical hypothesis is:

$$H_0 : \beta_{Y1} \leq 0$$

$$H_1 : \beta_{Y1} > 0$$

The analysis results show that the correlation coefficient (β_{Y1}) is 0.839. Furthermore, to determine the level of significance of the β coefficient, the test results show t_{count} of 17.893 > t_{table} 1.96, then reject H_0 and accept H_1 . Thus it can be concluded that there is an effect of Servant Leadership (X_1) on employee performance (Y), meaning that an increase in Servant Leadership (X_1) causes an increase in employee performance (Y).

Effect of Organizational Culture (X_2) on Employee Performance (Y)

The statistical hypothesis proposed in this study is related to organizational culture (X_2) has a positive effect on employee performance (Y). The statistical hypothesis is:

$$H_0 : \beta_{Y2} \leq 0$$

$$H_1 : \beta_{Y2} > 0$$

The analysis results show that the correlation coefficient (β_{Y2}) is 0.840. Furthermore, to determine the level of significance of the β coefficient, the test results show t_{count} of 18.002 >

t_{table} 1.96, so reject H_0 . Thus it can be concluded that there is an effect of organizational culture (X_2) on employee performance (Y), meaning that changes in organizational culture improvement (X_2) cause an increase in employee performance (Y).

Effect of Servant Leadership (X_1) and Organizational Culture (X_2) on Employee Performance (Y)

The results of the analysis show that, the test results show F_{count} of $168.179 > F_{table}$ and Sig value. $0.0001 < 0.05$ then reject H_0 . Thus it can be concluded that there is an effect of Servant Leadership (X_1) and organizational culture (X_2) simultaneously on employee performance (Y), meaning that changes in service leadership improvement (X_1) and organizational culture (X_2) cause an increase in employee performance (Y).

The relationship between Servant Leadership and Organizational Culture to Employee Performance is $= 0.846$. The contribution or contribution of Servant Leadership and Organizational Culture to Employee Performance is 0.846 while the rest is explained by other variables not examined. Meanwhile, the effect of Servant Leadership and Organizational Culture variables together is 71.5% . And the rest is influenced by other variables not examined.

Discussion

Effect of Servant Leadership on Employee Performance

The effect of Servant Leadership on employee performance is positive and significant. The following simple regression equation $\hat{Y} = 18.025 + 0.862X_1$ can be used in explaining the increase in employee performance that can occur through supportive or harmonious Servant Leadership. This regression equation explains that each unit increase in the Servant Leadership variable score will result in an increase in the employee performance variable by 86.2% . Therefore, it is not an exaggeration to say that improving employee performance can occur through the management of Servant Leadership.

These results provide information that quantitative work results, qualitative work results, work results in terms of time and process work results can increase if Servant Leadership has a servant's heart. As stated by Greenleaf (2002) in Anderson (2008) that Servant leaders have a servant's heart. When the leader reprimands, the leader will approach and resolve peacefully, and not impose his/her will on others [18]. Thus employees can do their work well so as to provide good work results. Work Results or Performance is the result of work that can be achieved by a person or group of people in an organization in accordance with their respective authorities and responsibilities in an effort to achieve organizational goals legally, not against the law and not against morals and ethics (Rivai & Basri, 2004) [19].

Through the information obtained through this research, Servant Leadership at ODSK Hospital of North Sulawesi Province needs to continue to anticipate so that in leading employees have a servant heart the relationship becomes harmonious. A harmonious relationship also needs to be created between employees and employees in the ODSK Hospital of North Sulawesi Province. If the relationship between employees is supportive in the sense that among fellow employees there is an attitude of mutual assistance, respect and respect, then this situation will support the existence of employees in improving performance. Another finding that supports this regression equation is the result of the correlation analysis which shows a highly significant correlation coefficient. It can be seen that the correlation coefficient between Servant Leadership and employee performance is quite high, namely $r_{y_1} = 0.839$. The results of the analysis show that the relationship is highly significant where the chance of error is very small, which is below 0.001 .

Because of this small error, the strength of the relationship between the Servant Leadership variable and employee performance is a real relationship and cannot be ignored. Through this correlation coefficient, the degree of determination (determinant) is also seen as $r^2_{y1} = 0.703$. This situation illustrates that the improvement of employee performance is determined by the Servant Leadership factor, which is 70.3%. The results of this study indicate that through Servant Leadership employees can improve their performance according to the rules that apply at ODSK Hospital. This situation is in line with Usman's (2008) view in Awaliya & Endratno (2019) that Servant Leadership is a work atmosphere experienced by employees [20].

Effect of Organizational Culture on Employee Performance

The influence of organizational culture on employee performance is positive and significant. The results of the analysis that found the regression equation through simple regression analysis, namely $\hat{Y} = 17.819 + 0.869X_2$, provide a clue as to how the influence of the two variables in question. The analysis shows that the influence of organizational culture on employee performance through this regression equation is a real influence. The error that occurs if you accept the hypothesis that between organizational culture and employee performance has a very significant relationship that is smaller than 0.001. This error is smaller than 0.01 so that researchers state that the effect of organizational culture on employee performance is highly significant. For this reason, the regression equation obtained above can be used in making decisions.

The information obtained through this regression equation is that the increase in employee performance can be explained by changes that occur in the organizational culture received by employees. Through this regression equation, it can be explained that an increase in the unit score on the organizational culture received by employees will increase by 0.869 at a constant score of 17.819.

This situation supports the opinion of Mondy and Noe (1996) in Lako (2002) that organizational culture is very influential on performance, as stated that there is an influence of organizational culture on employee performance (A firm's culture has an impact on employee job satisfaction as well as on the level and quality of employee performance) [21]. Organizational culture is an important tool in improving organizational performance. The advancement of the organization is driven by a strong organizational culture that exists in the organization, attributes and symbolic things attached to organizational members, and habits that run in the organization affect organizational performance. In addition, the results of research by Thomas, Chorba & Kumiega (1990) show that the organizational culture of the organization has a significant effect on improving performance in the organization [22].

The findings through this regression equation are also supported by the results of the correlation analysis between organizational culture and employee performance. The analysis shows that the simple correlation obtained is $r_{y2} = 0.840$. It can be seen that organizational culture has a positive relationship with employee performance, and the relationship between the two variables cannot be ignored. The analysis also shows that the degree of determination of employee performance on organizational culture is $r^2_{y2} = 0.706$. This result shows that the existence of 70.6% employee performance is determined by the organizational culture carried out by each employee. Or it can be said that 70.6% of organizational culture affects the improvement of employee performance. The organizational culture referred to by Ancok (2002) is an important tool in improving organizational performance. The advancement of the organization is driven by a strong organizational culture that exists in the organization, the

attributes and symbolic things attached to the members of the organization, as well as the habits that run in the organization affect the performance of the organization.

The results showed that the degree of determination of organizational culture on employee performance was 70.6%, illustrating that the influence of organizational culture on performance is a very significant influence that cannot be ignored. For this reason, in improving employee performance, it is necessary to have an organizational culture as stated by Schein, organizational culture affects the way employees think, act, and interact. Schein explains that a strong culture shapes employee behavior so that they are more aligned with organizational goals.

The Effect of Servant Leadership and Organizational Culture on Employee Performance

The results of the analysis show that the two variables studied on employee performance variables are positive and significant. The regression equation obtained below $\hat{Y} = 16,570 + 0.411X_1 + 0.467X_2$ is a regression equation that has been tested for significance. Moreover, the analysis for the multiple regression assumption test has been fulfilled so there is no doubt in using this regression equation for decision making or discussion in this study. This regression equation provides information that an increase in unit score on Servant Leadership and organizational culture together will improve employee performance. The amount of increase in employee performance can be explained by the multiple regression equation, namely: $\hat{Y} = 16.570 + 0.411X_1 + 0.467X_2$.

Noting the results of this analysis, it is obtained that the improvement of employee performance does not only occur partially or by each variable but can occur simultaneously by the two variables studied, namely Servant Leadership and organizational culture. The results of the study inform that the more supportive Servant Leadership and the better the organizational culture, the higher the employee performance. As the expectancy theory (Robbins, 1996) used in explaining the relationship between variables in this study, the basis of people's tendency to act depends on the strength of an expectation that the action will be followed by a certain output and on the attractiveness of that output for the individual. Based on this theory, in relation to the research results, it can be explained that each employee does work with a high level of success if his work is valued in accordance with the expectations of each employee. Organizational culture to employees will be assessed by each employee whether the organizational culture provided is appropriate or attractive or not. Employees will do work with a high level of work results if Servant Leadership also supports the process of carrying out employee tasks.

The results of the analysis also show that the multiple or plural relationship of the Servant Leadership and organizational culture variables with employee performance is a significant relationship. The results of the analysis show that the multiple correlation of the variables studied in relation to employee performance is $R_{Y_{12}} = 0.846$ with a degree of determination of $R^2_{Y_{12}} = 0.715$. The information that can be obtained through the results of this correlation analysis is that the relationship between Servant Leadership variables and organizational culture with employee performance is a positive relationship and cannot be ignored. This situation illustrates that improving employee performance is determined by Servant Leadership and organizational culture.

D. Conclusion

Based on the results of data analysis and discussion of the research results, it can be concluded as follows: (1) Servant Leadership has a positive and significant effect on employee performance. This means that if Servant Leadership takes place well in the organization, with actions, empathy, wisdom, finding solutions, growing, being social, visionary and serving, employee performance increases. (2) Organizational culture has a positive and significant effect on employee performance. This means that if employees take initiative, tolerance for risky actions, direction from leaders, support from leaders, tolerance for conflict, supervision, cooperation, self-identity, appreciation of achievement, and communication patterns, employee performance increases. (3) Servant Leadership and Organizational Culture together have a positive and significant effect on employee performance. This means that if leaders are service-oriented to employees, supported by an organizational culture of innovation and collaboration, creating a productive and effective work atmosphere, then employee performance increases.

The researchers' suggestions are (1) Create a mutually constructive relationship between leaders and employees, as well as employee-to-employee relationships through harmonious, supportive or mutually constructive relationships and not defensive or mutually suppressive relationships, so that the work atmosphere in the ODSK Hospital environment feels peaceful and pleasant for employees to carry out their duties in accordance with the responsibilities given by the leadership to each employee. (2) Building an organizational culture with employees to stay, work, a sense of belonging and should be done openly and while paying attention to the appropriate organizational culture so that it can have an impact on improving employee performance. (3) Improving employee performance through Servant Leadership and organizational culture must be done simultaneously and not partially so that improving employee performance will feel the changes that will have an impact on improving employee performance.

References

- [1] N. M. N. Wati, “‘Servant Leadership’: Peran Perawat Manager Dalam Mengoptimalkan Etos Kerja Staf,” *Adi Husada Nurs. J.*, vol. 3, no. 2, pp. 60–64, 2017.
- [2] S. O. Putri, “Implementasi Pelayanan Prima (Service Excellent) Pada Pelayanan Publik Di Bagian Perizinan Penelitian Asing Kementerian Riset, Teknologi, Dan Pendidikan Tinggi Republik Indonesia.” Universitas Negeri Jakarta, 2018.
- [3] S. Rahma, I. G. A. Suhandana, and N. K. Suarni, “Kontribusi efektivitas kepemimpinan, budaya organisasi dan etos kerja terhadap kepuasan kerja pegawai balai diklat keagamaan denpasar,” *J. Adm. Pendidik. Indones.*, vol. 4, no. 1, 2013.
- [4] R. H. E. Sendouw, E. M. C. Lumingkewas, B. F. Supit, and P. M. M. Kapojos, “Analysis of Performance Appraisal of State Civil Apparatus in the Regional Office of Education of North Sulawesi Province,” *Tech. Soc. Sci. J.*, vol. 49, pp. 90–96, 2023, doi: <https://doi.org/10.47577/tssj.v49i1.9785>.
- [5] R. Buchanan, “Worlds in the making: Design, management, and the reform of organizational culture,” *She Ji J. Des. Econ. Innov.*, vol. 1, no. 1, pp. 5–21, 2015.
- [6] E. Tombakan, W. Bogar, and B. Mundung, “Pengaruh Komunikasi dan Disiplin Kerja Terhadap Kinerja Karyawan di PT BRI Cabang Tondano,” *J. Manaj. dan Bisnis*, vol. 8, no. 2, 2023.
- [7] J. E. H. Mokat, “Kepemimpinan, Pengambilan Keputusan dan Diskresi,” *J. Kaji. Kebijak. Dan Ilmu Adm. Negara (JURNAL Adm.)*, vol. 1, no. 1, 2019.
- [8] J. E. Hilda Mokat, “Jetty Erna Hilda Mokat. The Analysis of Regent Leadership Style

- in Making Decision (Case Study in South East Minahasa Regency).” Universitas Negeri Makassar, 2016.
- [9] W. Bogar, “The effect of transactional leadership and transformational leadership on employees creativity,” *Asia Pacific J. Manag. Educ.*, vol. 2, no. 1, pp. 64–70, 2019.
- [10] M. B. Al Majid and R. E. Puspita, “The Effect of Servant Leadership and Motivation on Employee Performance: The Mediating of Work Engagement,” *Mabny J. Sharia Manag. Bus.*, vol. 4, no. 02, pp. 125–139, 2024.
- [11] N. Eva, M. Robin, S. Sendjaya, D. Van Dierendonck, and R. C. Liden, “Servant leadership: A systematic review and call for future research,” *Leadersh. Q.*, vol. 30, no. 1, pp. 111–132, 2019.
- [12] J. E. H. Mokat, “The Role of Leadership in Academic Services,” in *3rd International Conference on Social Sciences (ICSS 2020)*, Atlantis Press, 2020, pp. 101–105.
- [13] S. Sendjaya and J. C. Sarros, “Servant leadership: Its origin, development, and application in organizations,” *J. Leadersh. Organ. Stud.*, vol. 9, no. 2, pp. 57–64, 2002.
- [14] M. Brury, “Pengaruh kepemimpinan, budaya organisasi, motivasi kerja dan kepuasan kerja terhadap kinerja pegawai pada kantor SAR Sorong,” *J. Ris. Bisnis dan Manaj.*, vol. 4, no. 1, 2016.
- [15] A. Irviranty, “Analisis Budaya Organisasi dan Budaya Keselamatan Pasien Sebagai Langkah Pengembangan Keselamatan Pasien di RSIA Budi Kemuliaan Tahun 2014,” *J. Adm. Rumah Sakit Indones.*, vol. 1, no. 3, pp. 196–206, 2015.
- [16] A. A. Andayani and T. D. Soehari, “Pengaruh Budaya Organisasi, Komitmen Organisasi dan Gaya Kepemimpinan terhadap Kinerja Karyawan,” *Akademika*, vol. 8, no. 02, pp. 129–145, 2019.
- [17] H. Tohidi and M. M. Jabbari, “Organizational culture and leadership,” *Procedia-Social Behav. Sci.*, vol. 31, pp. 856–860, 2012.
- [18] J. Anderson, “The writings of Robert K. Greenleaf: An interpretive analysis and the future of servant leadership,” in *Servant leadership research roundtable*, Regent University, 2008.
- [19] V. Rivai and A. F. M. Basri, “Performance Appraisal, Jakarta: PT,” *Raja Graf Persada*, 2004.
- [20] S. Awaliya and H. Endratno, “Pengaruh Lingkungan Kerja, Disiplin Kerja dan Servant Leadership Terhadap Kinerja Pegawai Dinas Kesehatan Kabupaten Purbalingga,” *J. Ilm. Mhs. Manajemen, Bisnis dan Akunt.*, vol. 5, no. 3, pp. 278–287, 2023.
- [21] A. Lako, “Budaya organisasi dan kesuksesan kinerja ekonomi,” *Kaji. Bisnis*, vol. 27, pp. 55–67, 2002.
- [22] C. Thomas, M. Ward, C. Chorba, and A. Kumiega, “Measuring and interpreting organizational culture,” *J. Nurs. Adm.*, vol. 20, no. 6, pp. 17–24, 1990.