

Mediating Role of Work Discipline on the Influence of Servant Leadership to Employee Performance

Tiara Carina¹, Anak Agung Dwi Widyani², Luh Putu Panca Kusuma Wardani³
^{1,2,3}(Faculty of Economics and Business/ Universitas Mahasaraswati Denpasar, Bali, Indonesia)

ABSTRACT : This research aims to obtain empirical evidence of the influence of servant leadership on employee performance with work discipline as a mediating variable at the Srinadi Market Cooperative, Klungkung Regency, Bali, Indonesia. The population and sample in this study were all 30 employees at the Srinadi Market Cooperative, Klungkung Regency. Data were collected with administration of work discipline instrument, servant leadership instrument, and employee performance instrument with data analysis techniques using SEM-PLS version 3.0. The research results show that: servant leadership has a positive and significant effect on employee performance and work discipline, work discipline has a positive and significant effect on employee performance, servant leadership has a positive and significant effect on employee performance with work discipline as a mediating variable.

KEYWORDS : *employee performance, mediation, servant leadership, work discipline*

I. INTRODUCTION

Human resources are the main factor for an organization or company in carrying out its business activities, therefore companies must have the best quality and professional human resources in it. To create a high quality human resources, companies must pay special attention to the development of it. A successful company cannot be separated from the role of qualified human resources who run all systems within the company [1]. The success of a company depends on the behavior of its workforce. The challenge for every company is to maintain stability in order to maintain success [2]. When the company is stable, manager will find it easier to project and create a strategy for the company's progress.

Human resources must be managed well to increase the effectiveness and efficiency of the organization so that it can support the achievement of company goals [3]. The success of achieving company goals, whether private companies, state-owned companies, or the public sector, is very dependent on the ability and expertise of leaders and managers in carrying out company functions such as marketing, production, finance, administration and personnel [4]. Good performance is optimal performance, which is performance according to organizational standards and supporting the achievement of organizational goals [5]. Edison [6] states that performance is the result of a process that is referred to and measured over a certain period based on previously established provisions or agreements.

Performance is a condition that must be known and communicated to certain parties to determine the level of achievement of an agency's results in relation to the vision carried out by an organization as well as knowing the positive and negative impacts of operational policies taken [7]. Kasmir [8], states that performance is the result of work behavior that has been achieved in completing the tasks and responsibilities given in a certain period. This shows that performance can be interpreted as goals, ability to work, and achievements that must be achieved. Employee performance is the result of the employee's work both in terms of quality and quantity in carrying out and completing the tasks assigned to the employee [9].

The Klungkung Srinadi Market Cooperative is a type of business in the service industry and is a business that everyone needs, and its management must be run properly so that it can continue to compete in a competitive industrial environment. Human needs for clothing continue to increase, this is due to developments over time. Cooperatives are closely related directly to consumers, thus employee performance in service must be given special attention.

Based on the results of interviews conducted with some employees in Srinadi Market Cooperative, Klungkung Regency, the current problem in the organization is the quality of employee performance, which is characterized by a decrease in profit achievement, which is also caused by the Covid-19 pandemic and is also influenced by the lack of service from the leader or servant leadership that is currently being experienced. Employees do not get enough support from the leader in completing a task such as providing

feedback on the results of their work, rewarding enthusiasm and motivation for employees which is shown by the decline in the quality of employee performance. It can also be seen from the decline in achievement levels over years in the business.

Basically, servant leadership provides satisfaction to employee needs and can improve employee performance in the organization, who is trying to grow resources, finances and other things that have become responsibilities that must be carried out. Putri [10] stated that leaders who implement servant leadership will be able to have a positive influence on their relationships with employees without causing excessive feelings of reluctance or fear.

Apart from employee performance, work discipline can also be influenced by servant leadership. This statement can be seen from the results of research conducted by [11] stating that leadership style or servant leadership has a positive effect on work discipline. These results show that the better the leadership style, the more work discipline and employee performance will increase. Discipline in an organization can be grown if the leader is wise, sets example for their employees, and implement all procedures consistently.

Apart from servant leadership, a factor that can influence employee performance is work discipline. According to [12] discipline is an attitude of respect that exists in employees towards existing regulations within the company and as an implementation by management to strengthen guidelines that are created in the form of a process of a series of behaviors carried out by employees. Work discipline is very important for the progress of the company. All activities in the company will run smoothly if employees are disciplined. The effort to create discipline in an organization is clear rules, simple work procedures that employees can easily understand. An individual who is highly disciplined tends to be more organized in all things, such as coming and going home on time, always obeying the applicable rules and building good relationships with fellow employees, which are the main assets for the birth of a work ethic in a person which results in high performance. In the end, employees who have high work discipline will have good performance when compared to employees who are lazy, because working time is utilized as best as possible to carry out work in accordance with the targets that have been set. The more disciplined, the higher the employee's performance and the company can run well.

Based on the background of this problem, servant leadership and work discipline have a close relationship with employee performance and need to be researched. This research uses goal setting theory, which is a form of motivation theory that emphasizes the importance of the relationship between the goals set and the resulting performance. Goal setting theory suggests that an individual is committed to a goal [13]. Therefore, researchers conducted research of the influence of servant leadership on employee performance with work discipline as mediation at the Srinadi Market Cooperative, Klungkung Regency.

II. LITERATURE REVIEW

2.1 Servant Leadership

According to [14], servant leadership is a management style in which leading and serving are in harmony, and there is interaction with the environment. A servant leader is someone who has a strong desire to serve and lead, and the most important thing is to be able to combine the two as mutually reinforcing things in a positive way. According to [15], servant leadership is a leader who really cares about the growth and dynamics of the lives of his followers, himself, and his community, therefore he prioritizes this rather than achieving personal ambitions and his own preferences.

2.2 Employee Performance

According to [16] performance is the level of employee success in completing their work. Meanwhile, according to [17] performance is a function of ability, motivation, and opportunity. Good employee performance is a step towards achieving organizational goals. Efforts need to be made to improve employee performance [18]. Suhardi [19] defines employee performance as a record of results produced on certain job functions or activities over a certain period.

2.3 Work Discipline

Work discipline is a tool used by managers to communicate with employees so that they are willing to change behavior and increase a person's awareness and willingness to comply with legal and social norms that apply in a company [20]. Another opinion regarding work discipline was expressed by [21], work discipline is an attitude of respect and obedience to applicable regulations both written and unwritten and being able to carry them out and not avoid receiving punitive sanctions.

III. METHOD

This research was conducted at the Srinadi Market Cooperative, Klungkung Regency, located on Jalan Mahoni, Semarapura Kelod, Klungkung District, Bali Province, Indonesia. This research was conducted at the Srinadi Market Cooperative because it was based on indications of a decline in employee performance caused by a lack of work discipline, servant leadership, and workload in carrying out their duties. The population and sample in this research were all employees at the Srinadi Market Cooperative, Klungkung Regency, with a total

of 30 employees, with a sampling technique namely census method. In this research, the data collection techniques used were questionnaires of work discipline instrument, servant leadership instrument, employee performance instrument, and interviews.

This research uses an alternative approach with a variance-based method or component-based SEM called partial least squares (PLS) with SmartPLS version 3.0 software. The data analysis methods used in this research are descriptive statistics and inferential analysis.

Descriptive statistics are statistics used to analyze data by describing or illustrating the data that has been collected as it is without the intention of making conclusions that pass for generalization [22]. Inferential analysis in this research uses a variance-based structural equation model or component based structural equation model, known as Partial Least Squares (PLS).

IV. RESULTS AND DISCUSSION

a. Validity and Reliability Tests

Validity test can be done by correlating the factor scores with the total score. If the correlation coefficient is equal to 0.3 or more, then the instrument items are declared valid. All items from the servant leadership, work discipline and employee performance instrument used in this research are valid.

A questionnaire will be declared reliable or reliable if a person's answers to statements are consistent or stable over time. An instrument is said to be reliable or reliable if it has a Cronbach's Alpha coefficient of greater than 0.60. The Cronbach alpha coefficient value of the servant leadership instrument is 0.848, work discipline instrument is 0.832 and employee performance instrument is 0.842. Each instrument has a Cronbach alpha coefficient value above 0.6.

b. Respondents Characteristics

The characteristics of respondents shown in this research are grouped according to gender, age, length of work and latest education at the Srinadi Market Cooperative, Klungkung Regency. The Srinadi Market Cooperative, Klungkung Regency, had 14 male respondents or 46.7%, while there were 16 female respondents or 53.3% of the employees. Based on the age, employees aged 17-25 years were 8 respondents or 26.7%. Employees aged 26-35 years were 10 respondents or 33.3%. Meanwhile, employees aged 36-45 years were 12 respondents or 40.0%. There were 5 respondents or 16.7% of employees at the Srinadi Market Cooperative, Klungkung Regency, who had worked for less than 2 years. Employees with a length of service of 2-5 years were 15 respondents or 50.0%. Meanwhile, there were 10 respondents or 33.3% of employees who had worked for 6-10 years. Employees with a high school/vocational school education were 14 respondents or 46.7%. Employees with a diploma education were 3 respondents or 10.0%. Meanwhile, employees with a bachelor's degree were 13 respondents or 43.3%.

c. Description of Research Variables

The respondents sampled in this research were employees at the Srinadi Market Cooperative, Klungkung Regency, totaling 30 respondents. This research was conducted by submitting a questionnaire where the servant leadership instrument consists of 5 items, the work discipline instrument consists of 4 items and the employee performance instrument consists of 6 items.

The servant leadership variable is measured by 5 indicators, namely compassion, empowerment, vision, humility, and trust. The lowest average value, namely X3 indicator (vision) of 3.83, is in the interval range 3.41 - 4.20, which is categorized as good. The indicators that have the highest average value are X2 indicator (empowerment) and X4 indicator (humility) each at 4.13 in the interval range 3.41 - 4.20 which is categorized as good.

The work discipline variable is measured by 4 indicators, namely attendance, responsibility, attitudes, and norms. The lowest average value, namely the Z3 indicator (attitude) of 3.73, is in the interval range 3.41 - 4.20, which is categorized as good. The indicator that has the highest average value is the Z2 indicator (responsibility) of 4.16 in the interval range 3.41 - 4.20 which is categorized as good.

Employee performance variables are measured by 6 indicators, namely work quality, work quantity, responsibility, initiative, cooperation, and obedience. The lowest average value, namely Y4 indicator (initiative) and Y6 indicator (obedience), each of which is 3.86, is in the interval range 3.41-4.20, which is categorized as good. The indicator that has the highest average value is the Y5 indicator (responsibility) of 3.82 in the interval range 3.41-4.20 which is categorized as good.

d. Measurement Model/Outer Model

The first outer model measurement used is convergent validity, this is done by examining the outer loading coefficient of each indicator on the latent variable. An indicator is said to be valid if the outer loading coefficient is greater than 0.60 - 0.70 and the p-value is <0.05. The outer loading calculation for each indicator in this study ranges from 0.751 to 0.965, where all research indicators are from that the research variables are valid, or all indicators are able to measure the variables. Apart from that, the p-value is 0.000 which is significant at an alpha level of 0.05, proving that the indicators that form the latent variable are valid and significant.

There are other calculations that can be done, namely the discriminant validity test with cross loading. An indicator is declared valid if it has the highest loading factor on the target construct compared to the loading factor on other constructs. This research was declared valid because it had the highest loading factor for the target construct compared to loading factors for other constructs. Another discriminant validity test is by assessing the validity of variables from the average variance extracted (AVE) value. The model is said to be good if the AVE value of each variable is greater than 0.05, where this research shows that the AVE value of all variables is greater than 0.05 so the model can be said to be good.

Apart from that, a measurement can be said to be reliable if the composite reliability and cronbach alpha have a value greater than 0.70. Composite reliability and cronbach alpha are measurements of reliability between blocks of indicators in the research model. The results of composite reliability and cronbach alpha calculations show that the composite reliability value ranges between 0.885 - 0.893, and the cronbach alpha value ranges between 0.833 - 0.850. Both composite reliability and cronbach alpha show values above 0.70, this means that the variables in this research model are reliable. This provides the conclusion that both the indicators that form the variables and the variables that form the model in this research are valid and reliable.

e. Structural Model/Inner Model

The next analysis uses a structural model evaluation (structural model/inner model) which is a measurement to evaluate the level of accuracy of the model in the research, which is formed through several variables along with their indicators. The evaluation of this structural model will be carried out using several approaches including R-Square (R^2), Q-Square Predictive Relevance (Q^2), and Goodness of Fit (GoF). R-Square (R^2) shows the strength or weakness of the influence caused by exogenous variables on endogenous variables. The R^2 value for servant leadership (X) on employee performance (Y) is 0.784, which means that 78.4% of employee performance is influenced by servant leadership, while the remaining 21.6% is influenced by other factors outside the research model. The R^2 value of 0.784 is classified as a strong model according to. The R^2 value is 0.446, shown by the influence of servant leadership on employee performance which is mediated by work discipline. This means that the servant leadership variable on employee performance can influence work discipline by 44.6%, while the remaining 55.4% is influenced by other factors outside the research model. The R^2 value of 0.446 is included in the strong model category.

The structural model via Q-square predictive relevance (Q^2) is used as a measure of how well the observations made provide results for the research model. The Q-Square Predictive Relevance (Q^2) value ranges from 0 (zero) to 1 (one). The closer to 0 the value of Q-Square Predictive Relevance (Q^2), it gives an indication that the research model is getting worse, whereas on the contrary, the further it gets away from 0 (zero) and the closer it gets to the value of 1 (one), this means the research model is getting better. The Q^2 calculation result of 0.8803 shows that 88.03% of the model can be explained through the relationship between variables in the research model, while the remaining 11.97% is other factors outside the research model.

Structural Model through Goodness of Fit (GoF) is a measurement of the accuracy of the model, because it is considered to be a single measurement of outer model measurements and inner model measurements. The measurement value based on Goodness of Fit (GoF) has a value range between 0 (zero) to 1 (one). The Goodness of Fit (GoF) value that is getting closer to 0 (zero), indicates that the model is getting worse, conversely, the further away from 0 (zero) and the closer it is to 1 (one), the better the model. The formula for measuring the strength and weakness of a model based on Goodness of Fit (GoF), is:

$$GoF = \sqrt{(\overline{AVE} \times \overline{R^2})} = 0.6135 \quad (1)$$

The GoF calculation results above show a value of 0.6135, this model is classified as a strong model.

f. Hypothesis Testing

Testing of the direct influence hypothesis in this research includes: the influence of servant leadership on employee performance, the influence of servant leadership on work discipline, the influence of work discipline on employee performance. In terms of testing hypotheses, the results of SmartPLS 3.0 data processing are displayed in image form.

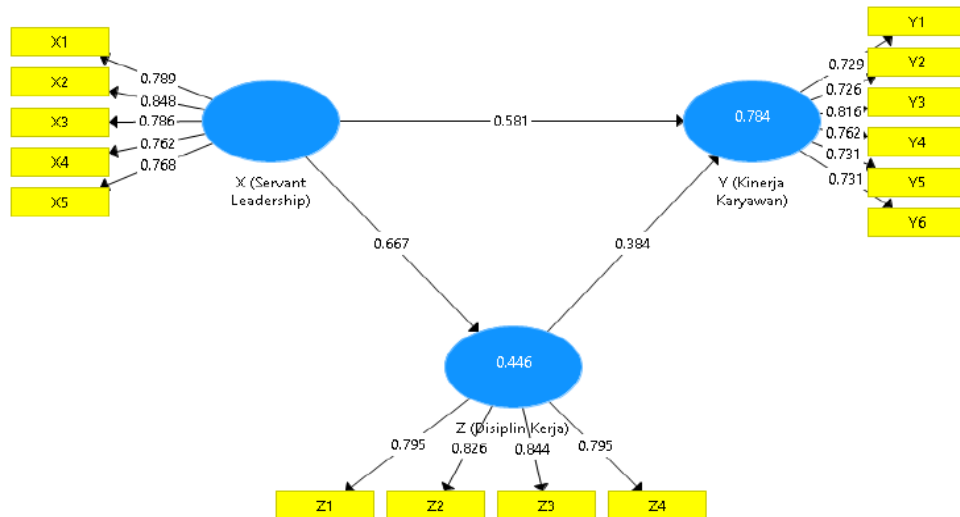


Fig. 1. Data Analysis Results

Based on the results of data processing carried out with the SmartPLS 3.0 program, a table can be created regarding the relationship between variables.

Table 1. Direct Effect Between Variables

Relationship Between Variables	Path Coefficients	T Statistics	P values	Explanation
X (Servant Leadership) -> Y (Employee Performance)	0.581	3.494	0.001	Significance
X (Servant Leadership) -> Z (Work Discipline)	0.667	7.582	0.000	Significance
Z (Work Discipline) -> Y (Employee Performance)	0.384	2.505	0.013	Significance

The influence of servant leadership on employee performance shows that servant leadership shows a positive and significant influence on employee performance. This is shown by the path coefficient from the servant leadership variable to employee performance of 0.581, with a t-statistic coefficient of 3.494 > t-table 1.96, and a significance value of 0.001 < 0.05. The results of this test show that the first hypothesis (H1), which states that servant leadership has a positive and significant effect on employee performance, can be proven.

Tests regarding the influence of servant leadership on work discipline show that servant leadership has a positive and significant influence on work discipline. This is shown by the path coefficient between servant leadership and work discipline of 0.667 with a t-statistic coefficient of 7.582 > t-table 1.96, and a significance value of 0.000 < 0.05. The results of this test prove the second hypothesis (H2), which states that servant leadership has a positive and significant effect on work discipline and can be accepted.

Tests regarding the effect of work discipline on employee performance show that work discipline has a positive and significant influence on employee performance. This is shown by the path coefficient from work discipline to employee performance of 0.384, with a t-statistic coefficient of 2.505 > t-table 1.96, and a significance value of 0.013 < 0.05. The results of this test prove that the third hypothesis (H3), which states that work discipline has a positive and significant effect on employee performance is acceptable.

Testing the hypothesis of indirect influence or mediation testing in this research is testing the influence of servant leadership on employee performance with work discipline as a mediating variable.

Table 2. Indirect Effect Between Variables

Relationship Between Variables	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	Pvalues
Servant leadership (X) → Work Discipline (Z) → Employee Performance (Y)	0.256	0.257	0.119	2.148	0.032

The table shows that servant leadership has an influence on employee performance through work discipline as a mediating variable. This is indicated by the t-statistic coefficient of $2.148 > t\text{-table } 1.96$ and the significance value is $0.032 < 0.05$. The results of this test prove hypothesis four (H4) which states that work discipline is able to mediate the influence of servant leadership on employee performance to be acceptable.

g. Discussion

Based on the test results regarding the influence of servant leadership on employee performance, it shows that servant leadership has a positive and significant effect on employee performance. This means that increasing servant leadership will improve employee performance at the Srinadi Market Cooperative, Klungkung Regency. Servant leadership is a leadership that originates from sincere feelings that arise from within the heart of the desire to serve, namely to be the first to serve. The results of research conducted by [23], [24], [25], [26] and [27] state that servant leadership has a positive and significant effect on employee performance. Where the existence of servant leadership states that leaders are able to serve employees by paying attention, listening to employees, building employee self-confidence by providing direction and responsibility, but still showing empathy, emotional support, and resources.

Based on the test results regarding the influence of servant leadership on work discipline, it shows that servant leadership has a positive and significant effect on work discipline. The results of this research show that increasing servant leadership has an impact on increasing work discipline at the Srinadi Market Cooperative, Klungkung Regency. The results of research conducted by [28], [29], [30], and [31] show that leadership style has a positive and significant effect on work discipline. This result means that if a leader influences the level of discipline of his employees by giving an award to employees with a high level of discipline, it will increase the work discipline of other employees.

Based on the test results regarding the effect of work discipline on employee performance, it shows that work discipline has a positive and significant effect on employee performance. This means that improving work discipline will have an impact on improving employee performance at the Srinadi Market Cooperative, Klungkung Regency. Work discipline is a tool used by managers to communicate with employees so that they are willing to change behavior and increase a person's awareness and willingness to comply with legal and social norms that apply in a company. The results of research conducted by [32], [33], [34], and [35] state that work discipline has a positive and significant effect on employee performance. Where the existence of work discipline is something that must be instilled in every employee. Because this will involve the employee's moral responsibility for his duties. This means that the better the existing work discipline, the employee performance will increase.

Based on the results of research testing regarding the influence of servant leadership on employee performance through work discipline as a mediating variable, it was found that work discipline was able to become a mediating variable on the influence of servant leadership on employee performance. The results obtained can be interpreted as meaning that the higher the work discipline that comes from good servant leadership, the more employee performance at the Srinadi Market Cooperative, Klungkung Regency, will be able to improve. The results of this research are in line with the opinion expressed by [36] and [37] stating that work discipline mediates the influence of leadership style on employee performance. That by paying attention to the role of leadership in enforcing work discipline and if leadership is followed by work discipline it will have a significant impact both directly and indirectly on employee performance.

V. CONCLUSION

Based on the research results, the conclusion relating to the role of work discipline as a mediator in the influence of servant leadership on employee performance at the Srinadi Market Cooperative, Klungkung Regency in this research is that servant leadership has a positive and significant effect on employee performance. The results of this research provide meaning that increasing servant leadership has an impact on increasing employee performance at the Srinadi Market Cooperative, Klungkung Regency. Servant leadership has a positive and significant effect on work discipline. The results of this research provide the meaning that increasing servant leadership has an impact on increasing work discipline at the Srinadi Market Cooperative, Klungkung Regency. Work discipline has a positive and significant effect on employee performance. The results of this research provide the meaning that increasing work discipline has an impact on increasing employee performance at the Srinadi Market Cooperative, Klungkung Regency. Work discipline can be a mediating variable in the influence of servant leadership on employee performance. The results obtained can be interpreted as meaning that the higher the work discipline that comes from good servant leadership, the more employee performance at the Srinadi Market Cooperative, Klungkung Regency, will be able to improve.

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