

THE INFLUENCE OF SERVANT LEADERSHIP, MOTIVATION AND ORGANIZATIONAL COMMITMENT ON THE PERFORMANCE OF PT . XXX

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Abstract

Human resources (HR) are valuable assets in the company's activities and sustainability. Human resources really need training and development to be the right effort in facing and responding to all challenges related to changes in the strategic environment and are needed to manage human resources to be effective and efficient. To find out how employees respond to *servant leadership*, motivation and organizational commitment to employee performance at PT. XXX. This research method uses quantitative methods, namely descriptive and verifiative, with a sample of 120 employees. Based on the results of simultaneous and partial research shows that servant leadership, organizational motivation and commitment have a positive and significant effect on performance. The originality of this study lies in the results of *servant leadership*, motivation and organizational commitment to performance. The limitation is the number of samples and the performance of employees in only one company. The novelty of this study is to analyze *indicators of servant leadership*, organizational motivation and commitment and employee performance.

Keywords: Employee Performance, Organizational Commitment, Motivation and *Servant Leadership*

I. INTRODUCTION

Employee performance is a record of results produced on certain functions or work activities within a certain period of time and performance is the result of work and work behavior that has been achieved in completing tasks and responsibilities given within a certain period of time (Kasmir, 2016). Employee performance indicators are 1. Quality, 2. Quantity, 3. Time, 4. Cost reduction, 5. Relations between employees (Kasmir, 2016).

Servant Leadership is leadership that serves staff which is transformational leadership to motivate staff to achieve organizational goals in the end. A solution to the concept of servant leadership based on the needs of subordinates who are considered capable of being a solution in solving various current leadership problems (Barbuto, 2006). Indicators in *servant leadership* consist of 1. Action (*altruistic calling*), 2. Empathy (*emotional healing*), 3. Wisdom, 4. Persuasive mapping, 5. Growing (*organizational stewardship*), 6. Humility, 7. Visionary, 8. Service (Barbuto, 2006).

Motivation is a drive to the process of HR behavior in achieving goals and motivation is a desire that arises from within a person or individual because they are inspired, encouraged and motivated to carry out activities sincerely, happily and sincerely so as to produce results from these activities. what he did got good results (Afandi, 2018). Motivation indicators consist of 1. Remuneration, 2. Working conditions, 3. Work facilities, 4. Work performance, 5. Recognition from superiors and 6. The work itself (Afandi, 2018).

Organizational commitment is the ability of employees to identify themselves with values, goals, rules, loyalty to the company and involvement in work. Commitment is a condition in which an individual sides with the organization and its goals and wants to maintain its membership in the organization (Robbins, 2017). As well as indicators of commitment include 1. Affective commitment, 2. Ongoing commitment, and 3. Normative commitment (Robbins, 2017).

In previous studies, *servant leadership* variables, organizational motivation and commitment to employee performance had a simultaneous and partial influence on employee performance. Previous research conducted previously by (Muzammil, 2019), stated that *servant leadership*, organizational

motivation and commitment have a positive and significant influence, research conducted by (Putra Bagia & Purwaningrat, 2023) stated that *servant leadership* and organizational commitment have a positive and significant influence, and research conducted (Ismartaya et al., 2021) that motivation has a significant and positive effect on employee performance.

This research found several initial problems that existed in this company with realization and revenue that was not achieved only 60.41% of the target, then a preliminary survey was conducted on employee performance where 79% of employee performance did not match expectations, as well as preliminary employees. A leadership survey that found that 69.33% of employees have not been led and served by company leadership. Based on the same motivation data, the majority of employees have not been motivated in carrying out their work as much as 68.33%, coupled with employee turnover data that shows employee organizational commitment, the percentage of labor turn over (LTO) is only 12.30%. This shows that there are several problems in this study. With the above phenomenon, researchers are interested in further examining the influence of *servant leadership* variables, motivation and organizational commitment on the performance of PT. XXX employees.

Problem Formulation & Research Objectives

Based on the background of the problems stated above, the formulation of the problem in this study includes how employees respond to *servant leadership*, organizational motivation and commitment to employee performance, and its simultaneous and partial influence. The purpose of this study is to find out how employees respond to *servant leadership*, motivation and organizational commitment to employee performance. Knowing the influence of *servant leadership*, motivation and organizational commitment simultaneously and partially on employee performance.

II. METHODOLOGY

Research Design, Research Variables, Unit of Analysis

Desain The research design used is descriptive and verifiative research with a quantitative approach. The variables of this study use independent variables & dependent variables and the unit of analysis in this study is permanent employees of PT. XXX. Number of permanent employees at PT. XXX has 1200 employees (based on data from PT. XXX). The sampling technique in this study is purposive sampling. *Purposive sampling* technique is a technique where sampling is carried out using certain criteria. With a relatively large population, it is impossible for researchers to conduct research due to limited time, cost and available manpower (Arikunto, 2016). The sample in this study is some employees at PT. XXX. If the population is less than 100 people then 100% is taken, if the population is more than 10-16% or 20-25% of the population of more than 100 people can be taken (Arikunto, 2016). Because the population is almost 1200 employees, the researchers took 10% i.e. 120 employees as a sample.

The type of data used in this study is quantitative data. The data sources used in this study are primary data and secondary data. Data collection techniques in this study are 1. Questionnaire, 2. Observations, 3. Interview and 4. Documentation. Validity Test, Reliability Test, Classical Assumption Test :

1. Validity test is a valid research result if there is a similarity between the data collected with the data that actually occurs in the object under study. The validity test in this study was used to analyze questionnaire items, namely correlating the score of each item with the total score which is the sum of the scores of each item (Sugiyono, 2017). The validity test was conducted on 30 respondents because the test results were close to the normal curve. If the test results are declared valid, the distribution can be continued to 120 respondents. The questionnaire is considered valid if the product moment correlation value has a value of more than 0.3 which can be used as a guide in making decisions on validity tests. The results of the validity test of *servant leadership* items have a calculated r value of ≥ 0.30 with the highest value of 0.647 and the lowest value of

0.336 so that *the servant leadership* item is declared valid. The results of the motivation item validity test have a calculated r value of ≥ 0.30 with the highest value of 0.869 and the lowest value of 0.312 so that the motivation item is declared valid. The results of the organizational commitment validity test have a calculated r value of ≥ 0.30 with the highest value of 0.893 and the lowest value of 0.576 so that the organization's commitment is declared valid. The results of the validity test of employee performance items have a calculated r value of ≥ 0.30 with the highest value of 0.928 and the lowest value of 0.337 so that employee performance items are declared valid.

2. Reliability tests explain the extent to which measurement results using the same object will produce the same data (Sugiyono, 2017). Based on the calculation of reliability tests on 30 respondents for *the variables of servant leadership* (X_1), motivation (X_2) and organizational commitment (X_3), and employee performance (Y). In the calculation of the reliability test of *servant leadership* (0.819) > 0.6 , motivation (0.910) > 0.6 , organizational commitment (0.822) > 0.6 and employee performance (0.921) > 0.6 means that each variable shows a *Cronbach alpha* value above 0.6. This shows that all variable instruments used in this study are declared reliable.
3. The normality test aims to test whether in a regression model the independent variable and the dependent variable or both have a normal distribution or not (Ghozali, 2017). The data normality test was carried out using Kolmogorov-Smirnov's One Sample with the help of the SPSS 25 application. It can be seen that the data is normally distributed because there is a normal curve that is symmetrical with respect to the mean (U). That the points are scattered around the diagonal line and the direction of distribution is in the direction of the diagonal line, this means that the regression assumption model satisfies the normality assumption and the regression model is feasible to use to analyze the influence of independent variables. (*servant leadership*, organizational motivation and commitment) to dependent variables (employee performance). While the test results of one sample of kolmogorov smirnov results obtained the Asymp value of one sample kolmogorov-smirnov. Sig. (2-tailed) known asymp value. Sig. A value of 0.097 meansthat the table is normally distributed due to the presence of asymp values. Sig is greater than 0.05.
4. Testing the causality hypothesis (regression) should use a multicollinearity test. To determine whether there is multicollinearity in the regression model in this study, the tolerance level and variance of factor inflation (VIF) are used. Where it is said that there is no multicollinearity if the tolerance value is > 0.10 or $VIF < 10$. Meanwhile, if $VIF > 10$, it shows multicollinearity (Suntoyo, 2016). The results of the multicollinearity test were *servant leadership* tolerance (0.504) and VIF 1.982, motivation tolerance (0.475) VIF 2.106, organizational commitment tolerance (0.501) VIF 1.994. It is known that the VIF value is less than 10 and the tolerance value is greater than 0.10 so that it can be concluded that in this model, for *servant leadership* variables, organizational motivation and commitment there are no symptoms of multicollinearity.
5. The heteroscedasticity test aims to test whether the regression model has unequal variance between the rest of the observations (Ghozali, 2017). It is known that the points on the scatterplot graph spread out with an unclear pattern above the number 0 on X. So it can be concluded that in the regression model there is no heteroscedasticity so that the regression model is feasible to use in predicting each variable. in research.

In this study, Likert scale was used. Based on the many alternative answer criteria, the following class length intervals are obtained:

$$I = \frac{5 - 1}{5} = 0,8$$

Based on the results of the calculation of the length of the class interval, the assessment criteria in Table 1 are as follows:

Table 1. Range of Interval Classes and Interpretation Values

Interval	Average	Interpretation
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Class	rating	<i>Servant Leadership</i>	Motivation	Organizational Commitment	Employee Performance
I	1,00-1,80	Very Low	Very Low	Very Low	Very unkind
II	1,81-2,60	Low	Low	Low	Bad
III	2,61-3,40	Enough	Enough	Enough	Enough
IV	3,41-4,20	Tall	Tall	Tall	Good
V	4,21-5,00	Very High	Very High	Very High	Good

Source : (Sugiyono, 2017)

The range of interval class scales and their interpretation, a quantitative analysis is carried out that shows the degree of conformity between the scores obtained.

Multiple linear regression

Multiple linear regression is an extension of simple linear regression, which increases the number of independent variables from previously only one to two or more independent variables (Sanusi, 2017). In this study, the use of multiple regression analysis is to determine whether there is an influence of servant leadership, motivation and organizational commitment on employee performance. The form of multiple regression equations can be written as follows (Sugiyono, 2017): Formula $Y = a + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$.

Multiple correlation analysis

Multiple correlation analysis is to determine the degree or relationship between three or more variables, as well as to determine the amount of contribution given simultaneously from the dependent variable to the independent variable (Siregar, 2016). The r value obtained is between -1.0 to 1. This notation uses a correlation or relationship between two variables tested in the study. 1. If $r = 0$ or close to 0, then the two variables have no relationship or the relationship between the two variables is very low. 2. If $r = 1$ or close to 1, then the relationship between the two variables is unidirectional and very strong. This means that an increase in the value of X will be followed by an increase in the value of Y , or vice versa. 3. If $r = -1$ or close to -1, then the relationship between the two variables is in the opposite direction and very strong, meaning that an increase in the value of X is followed by a decrease in the value of Y , or vice versa.

Coefficient of determination (R Square / R²)

The coefficient of determination (R Square / R²) essentially measures how far the model is able to explain variations in dependent variables (Ghozali, 2017). The values of the coefficient of determination are zero and one. A small R² value means that the ability of the independent variable to explain the variation of the dependent variable is very limited.

The testing of this hypothesis is.

1. Simultam Test (F-Test)

The formulation of the F test hypothesis is: H₀ H_o: $\beta_i \leq 0$: There is no positive and significant influence of Servant Leadership, Motivation, Organizational Commitment on employee performance. H₀ H_a : $\beta_i > 0$: There is a positive and significant influence of Servant Leadership, Motivation, Organizational Commitment on employee performance. Test decision criterion F

1) If $F_{\text{calculate}}$ is greater than F_{table} ($F_{\text{calculate}} > F_{\text{table}}$) with $\alpha = 0.05$ then H₀ is rejected and H_a is accepted. This means that Servant Leadership, Motivation, Organizational Commitment have a simultaneous influence on Employee Performance.

2) If $F_{\text{calculate}}$ is less than or equal to F_{table} ($F_{\text{calculate}} \leq F_{\text{table}}$) with $\alpha = 0.05$ then H₀ is accepted and H_a is rejected. This means that Servant Leadership, Motivation, Organizational Commitment do not have a simultaneous influence on Employee Performance.

2. Partial Test (t-test)

Hypothesis formulation The hypothetical formula is as follows:

1. X1 against Y: Ho1: $\beta_1 \leq 0$: Servant Leadership does not have a positive and significant effect on employee. Ha1 : $\beta_1 > 0$: servant leadership has a positive and significant effect on employee performance.
2. X2 to Y : Ho2 : $\beta_2 \leq 0$: Motivation does not have a positive and significant effect on employee performance. Ha2 : $\beta_2 > 0$: Motivation has a positive and significant effect on employee performance.
3. X3 to Y : Ho3 : $\beta_3 \leq 0$: Organizational commitment does not have a positive and significant effect on employee performance. Ha3 : $\beta_3 > 0$: Organizational commitment has a positive and significant effect on employee performance. The one-party test can be seen in the following figure:

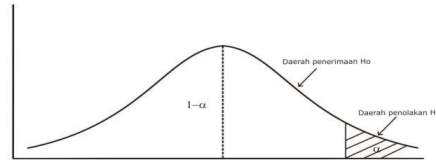


Figure 1. One-Party Test

Source : (Sugiyono, 2017) Research Methods

The figure explains that the hypothesis testing of this study uses a one-sided test of the variables servant leadership, motivation and organizational commitment. Hypothesis testing uses a right-hand test because it has been proven by previous studies so that hypothesis testing aims to determine how much influence the variables servant leadership, motivation and commitment have. organization on employee performance at PT. XXX.

III.

RESULTS AND DISCUSSION

Profile PT. XXX

Business activities carried out by PT. XXX manages garment activities for clothing. The company's current development has expanded widely with a total of 30 production lines of 0.5 million/pcs per month in this factory with the production of all cut and sew clothes.

Research Result

Employee response to servant leadership, motivation, organizational commitment and employee performance variables.

Recapitulation of the results shows that the average value of employee response to the servant leadership variable is 3.48 included in the high category. This shows that the level of servant leadership experienced by employees is high so that employees feel they have leaders who serve them. Then the highest score of 3.89 is on the vision indicator. This shows that the attitude of superiors has a visionary attitude where the leader seeks the organization's commitment to a shared vision by inviting employees to determine the future direction of the organization with a shared vision for the future. The lowest answer of employees on the servant leadership variable has the lowest score of 2.88 with sufficient criteria, namely emotional healing indicators. This shows that superiors and subordinates lack an empathetic emotional connection to employees from their superiors, causing employees to feel uncomfortable at work and unable to restore the spirit of their subordinates from trauma and suffering.

The results of the recapitulation show that the average value of employee responses on the motivation variable of 3.44 is included in the high category. This shows that the level of employee motivation is high so that employees have more desire to develop in the company. Then the answer of the employee with the highest value of 3.83 is on the indicator of work facilities where employee work facilities are very supportive and good at work so as to make employees comfortable at work. The motivation variable has the lowest score of 3.05, which is on the indicator of working conditions. This shows that employees do not have good working conditions so they do not feel comfortable and safe in the work environment so that they interfere with employees at work. While the motivation variable has the lowest score of 2.98, which is an indicator of working conditions. This shows that employees do not have good working conditions so they do not feel comfortable and safe in the work environment so that they interfere with employees at work.

The results of the recapitulation show that the average value of employee response on the organizational commitment variable of 3.54 is included in the high category. This shows that the level of organizational commitment of employees is high so that employees have the desire to be more committed to work. Then the highest score of 3.69 is on the affective commitment indicator. In the organizational commitment variable has the lowest score on the sustainable commitment variable with a score. Then the employee's answer on the organizational commitment variable had the lowest score of 3.26 with the continuous commitment variable where the employee's condition was sufficient in the company's life where the employee felt enough to survive as an employee.

The recapitulation results show that the average value of employee response on the employee performance variable of 3.42 is included in the high category. This shows that the level of employee performance experienced by employees is high so that employees want to further improve the quality and quantity that will be given to the company. Then the highest score of 3.59 is on the quality indicator. This shows that employees feel that they have provided perfect work results and try to improve the quality of work in their work for the company. Then the employee's answer on the employee performance variable has the lowest score of 3.22, which is on the indicator of relations between employees. This shows that employees do not feel safe and comfortable when working in the company, thus disrupting their work activities.

Multiple Regression Analysis

This analysis is used to determine how much influence the variables of servant leadership, motivation and organizational commitment on the performance of PT. XXX employees.

Tabel 2 Multiple Regression Analysis

Model	Coefficients ^a		Standardized		
	Unstandardized Coefficients	Std. Error	Coefficients	t	Sig.
(Constant)	-1.466	2.774		-.528	.598
<i>Servant Leadership</i>	.146	.054	.215	2.710	.008
Motivation	.197	.070	.232	2.829	.006
Organizational Commitment	.784	.138	.138	5.684	.000

a. Dependent Variable: Kinerja Karyawan

Source: Proceeeded Primary Data, 2023

Based on Table 2, the influence of each of these variables can be interpreted that the regression coefficients of servant leadership, organizational motivation and commitment have a positive influence on performance (Y).

Multiple Correlation Analysis

The results showed a relationship between variables, so it can be concluded that the higher the value of variable X, the higher the value of variable Y and vice versa. The better (X1), (X2), (X3) will directly result in (Y) increasing. Based on these statistical calculations, it can be seen that the R value or correlation is 0.794. According to (Sugiyono, 2017) the value interval is in the strong and positive categories (0.60-0.799). So the better the servant leadership (X1), motivation (X2) and organizational commitment (X3) to employee performance (Y), the predicted employee performance will also increase.

Coefficient of Determination Analysis (R Square)

The coefficient of determination (R square) can be used to determine the amount of contribution or contribution of all independent variables (X1, X2 and X3) to their effect on the dependent variable (Y). The result obtained from the R square is 0.630 or 63.0%. This shows that the percentage of contribution of servant leadership variables, motivation and organizational commitment to the performance of PT. XXX employees amounted to 63.0% while the remaining 37.0% was explained by other variables that

were not included in this study such as ability and expertise, knowledge, work design, personality, organizational culture, job satisfaction, work environment, loyalty and work discipline (Kasmir, 2016).

Simultam Regression Model Testing (F-Test)

Based on the results obtained $F_{\text{calculate}}$ is 65,963, while F_{table} needs to be calculated using the level of significance $\alpha=0.05$ and degrees of freedom ($df = n-k$) or $120-3-1=116$. By looking at the results of the degree of freedom, the F_{table} value is obtained at 2,680 so that $F_{\text{calculate}} > F_{\text{table}}$ ($65,963 > 2,680$) and has a significance value of $0.000 < 0.05$, H_0 is rejected and H_a is accepted, meaning that servant leadership (X_1), motivation (X_2) and organizational commitment (X_3) simultaneously have a positive and significant effect on the performance of PT. XXX employees.

Partial Regression Model Testing (t-Test)

Calculated t value and significance value of each independent variable. While the t_{table} value for $\alpha = 0.05$ with degrees of freedom $n-k-1$ or $120-3-1 = 116$ is 1.658.

1. The Influence of Servant Leadership on Employee Performance at PT. XXX

It can be seen that the t_{count} for the Servant Leadership variable (X_1) of 2,710 is greater than the t_{table} value of 1,658 ($2,710 > 1,658$). So H_{01} is rejected and H_{a1} is accepted which means that partially servant leadership (X_1) has a positive and significant effect on the performance of employees (Y) of PT. XXX. This is in accordance with the results of research (Putra Bagia & Purwaningrat, 2023), (Aryantie et al., 2021), (Pohan, 2021) and (Rahayu, 2019), that servant leadership has a positive and significant effect on employee performance. One-party tests of servant leadership variables can be seen in the following figure:

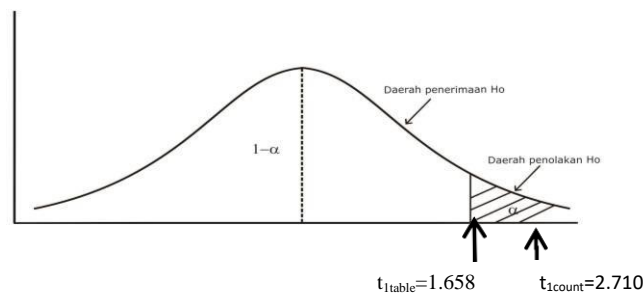


Figure 2 Results of t-Test Regression Coefficient for Servant Leadership Variables (X_1)

Source: Processed Primary Data, 2023

2. The Effect of Motivation on Employee Performance at PT. XXX.

From these results, it can be seen that the $t_{2\text{count}}$ for the motivation variable (X_2) of 2,829 is greater than the $t_{2\text{table}}$ value of 1,658 ($2,829 > 2,685$). So H_{02} is rejected and H_{a2} is accepted which means partially motivation (X_2) has a positive and significant effect on the performance of employees (Y) PT. XXX. This is in accordance with the results of research (Ismartaya et al., 2021), (Susita et al., 2020) (Harini et al., 2019), (Ekhsan, 2019) that motivation has a positive and partially significant effect on employee performance. One-party tests of motivational variables can be seen in the following figure:

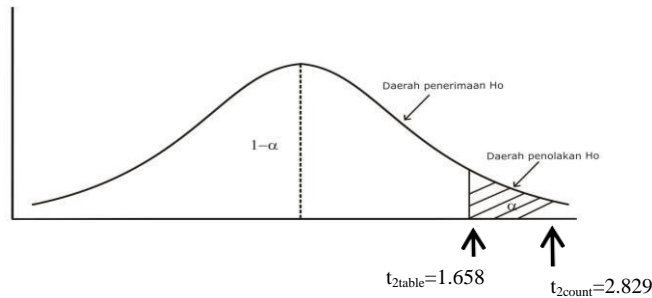


Figure 3 Results of t-Test Regression Coefficient for Motivation Variable (X₂)
 Source: Processed Primary Data, 2023

3. The Effect of Organizational Commitment on Employee Performance at PT. XXX.

It can be seen that the t_{3count} on the organizational commitment variable (X₃) of 5,684 is greater than the t_{3table} value of 1,658 ($5,684 > 1,658$). So H_{o3} is rejected and H_{a3} is accepted which means partially organizational commitment (X₃) has a positive and significant effect on the performance of employees (Y) PT. XXX This is in accordance with the results of research (Evasari & Prasetyo, 2023), (Masfufah, 2020) and (Muis et al., 2018), that organizational commitment has a positive and significant effect on employee performance. One party's test of organizational commitment variables can be seen in the following figure:

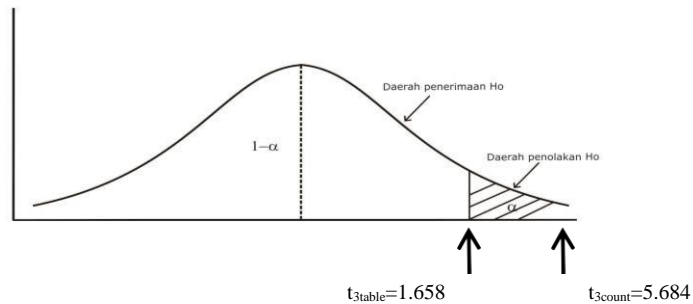


Figure 4 Results of t-Test Regression Coefficient for Organizational Commitment Variables (X₃)
 Source: Processed Primary Data, 2023

Tabel 3 Partial Recapitulation of Testing

No	Variabeles	t_{count}	t_{table}	Conclusion
1	<i>Servant Leadership</i>	2,710	1,658	Positive and significant influence
2	motivation	2,829	1,658	Positive and significant influence
3	organizational commitment	5,684	1,658	Positive and significant influence

Source: Processed Primary Data, 2023

Based on the table, it can be seen that all independent variables, namely servant leadership (X₁), motivation (X₂) and organizational commitment (X₃) have a positive and partially significant effect on the independent variable, namely employee performance (Y). Through the magnitude of the Standardized Coefficient Beta value for the motivation variable (X₂) which is 0.232 where the value is the largest value compared to the Standardized Coefficient Beta value for the servant leaders variable (X₁) of 0.215 and organizational commitment (X₃) of 0.453.

IV. CONCLUSION AND NOVELTY

Conclusion

Based on the results of research and hypothesis testing obtained, the following conclusions can be drawn:

1. Employee response to servant leadership, motivation and organizational commitment to employee performance at PT. XXX is as follows:
 - a. Employee responses to servant leadership variables in the high category, with the highest score in the item vision category. While the lowest score in the category is sufficient on emotional healing items.
 - b. Employee responses to work motivation variables in the high category, with the highest scores on work facility items. While the lowest score on the working condition item with a category score is sufficient.
 - c. Employee responses to organizational commitment variables were in the high category, with the highest scores on affective commitment items. While the lowest score in the category is sufficient in the variable of sustainable commitment.
 - d. Employee responses to performance in the category were high, with the highest score on quality items. While the lowest score on the relationship item between employees with a category score is sufficient.
2. Based on the results of the simultaneous test (Test F) shows servant leadership, motivation and organizational commitment simultaneously have a positive and significant effect on employee performance at PT. XXX
3. The partial test results (Test t) are as follows:
 - a. Servant leadership (X1) has a positive and significant effect on employee performance at PT. XXX
 - b. Motivation (X2) has a positive and significant effect on employee performance at PT. Mount Salak Sukabumi.
 - c. Organizational commitment (X3) has a positive and significant effect on employee performance at PT. XXX

Novelty

The novelty found in this journal is explained below:

1. The novelty in this study is the servant leadership variable to determine the employee's response to the variable its effect on employee performance at PT. XXX.
2. The findings in this study are servant leadership variables, organizational motivation and commitment have a positive and significant effect on employee performance variables at PT. XXX.
3. Place and time and samples used in this study can be a reference for research in companies engaged in the same field as the variables used for research.

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