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The Impact of Servant Leadership on Employee Performance

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Abstract: *Leadership is a crucial factor in achieving organizational success. To accomplish organizational goals, effective leadership skills are essential because leaders have the ability to influence, motivate, and direct individuals within the organization to work collaboratively toward common objectives. Therefore, a leader can be regarded as the driving engine that propels the organization forward. In today's competitive business environment, companies must adapt to various challenges, particularly those involving human resources, which serve as one of the most valuable assets of the organization. Other resources, such as machinery and capital, will not function optimally without strong employee performance. This study employed a quantitative approach using questionnaires, literature reviews, and documentation as data collection methods. The data were analyzed using simple regression analysis, including the t-test, r-test, classical assumption test, validity test, and reliability test. The findings indicate that the servant leadership variable (X) has a significant influence on employee performance (Y) at CV Bukit Memory. The correlation coefficient (r-count) of 0.484 exceeds the r-table value of 0.320 at a 5% significance level (N = 38), leading to the rejection of H_0 and acceptance of H_a. The coefficient of determination (23.5%) shows a positive effect, meaning that stronger implementation of servant leadership enhances employee performance, while the remaining 76.5% is influenced by other factors not examined in this study.*

1. Introduction

The continuously evolving business era, leadership is a key factor in achieving organizational success. To accomplish organizational goals, a leader must possess strong skills because leaders have the ability to influence and mobilize people within the organization to work collaboratively toward shared objectives. A leader can be regarded as the driving engine of an organization. According to Sondang P. Siagian (2014:36), the achievement of organizational goals depends largely on how leaders carry out their duties and coordinate their members.

This situation requires companies to be adaptable to various circumstances, including in terms of human resources (HR), which play a crucial role in the success of the organization. Business resources such as machinery, capital, and work systems will not operate effectively without optimal employee performance. Handoko (2013:5) states that recognizing the importance of human resources in an organization is essential because HR represents one of the most significant elements for achieving organizational objectives. Sutrisno (2015:5) explains that human resources (HR) are fundamentally a vital component in the operation of any organization or company. Effective human resource management and goal-oriented systems are important to influence employee behavior, attitudes, and performance, enabling them to work harmoniously to achieve the company's objectives.

According to Astohar (2016:179), servant leadership is a leadership model in which leaders are responsible for improving work quality and enhancing employee behavior. Servant leadership has become an increasingly popular approach. Rather than focusing on power and authority, it emphasizes service and compassion toward employees. A respected and admired leader plays a crucial role in determining the progress of a company. Asi (2013:17) states that a leader who can motivate subordinates to work better will influence their performance. A successful leader must first possess a strong motivation to meet the needs of others and be capable of encouraging subordinates to reach their full potential. Ghoniyah and Masurip (2016:22) explain that a leader indirectly contributes to improving the organization's future by helping subordinates become more professional and capable through development. Servant leadership is one of the leadership styles that has become increasingly popular in creating high-quality human resources. This style highlights service and care for employees rather than focusing on authority and control.

Servant leadership originates from a sincere desire to serve, prioritizing the needs of followers, completing tasks collaboratively, and helping others achieve shared goals. Mazarei et al. (2013:16) describe servant leadership as an ethical and effective style of management and leadership. They emphasize that this approach is highly significant among various leadership styles and can be regarded as one of the best for developing a reliable and competent workforce. This perspective aligns with the findings of Tatilu (2014:179), who discovered that the implementation of servant leadership has a positive impact on employee performance. The key characteristic that distinguishes this style from others is the leader's genuine desire to serve, which precedes the desire to lead. According to Hamdiyah (2016:5), employee performance refers to the work achievements that reflect the comparison between actual results and predetermined standards. The management of human resources includes aspects such as compensation, work environment, and leadership to achieve optimal employee performance. Becoming a servant leader requires a transformation in attitude, perspective, and behavior. When the changes initiated by a superior are genuinely perceived by subordinates, it significantly enhances their enthusiasm and morale at all levels within the organization (Baskoro, 2014:179).

This will consistently contribute to productivity, and subordinates or employees will realize that they are receiving proper treatment from their superiors, which means employee performance will improve in line with changes in behavior (Wibowo, 79). A deeper understanding of servant leadership can help organizations develop strategies to achieve long-term success and enhance employee performance. The study also provides practical guidance for leaders in adopting a servant leadership approach within their work environment. CV. Bukit Memori is a construction (developer) company established in 2018 and located on Jl. Raya Palagimata, Simpang 5, Baubau City. The company employs 38 people, and with such a number of employees, their performance must always be optimized through the implementation of the servant leadership style. This leadership approach can positively influence employee performance, enabling them to improve their work consistently. As a result, the company can achieve its vision and organizational goals more effectively. However, there are several human resource challenges related to employee performance at CV. Bukit Memory in Baubau City. Based on the researcher's observations, many employees at CV. Bukit Memory tend to work at a slower pace. Tasks that should be completed within three weeks often take four to five weeks due to frequent absenteeism among employees, with various personal reasons provided. As a result, customers who have purchased houses often complain because the completion deadlines do not match the promised schedule. Nevertheless, there are also employees who perform their duties as expected by the company.

Another obstacle involves miscommunication between the administrative staff and customers regarding document processing, which affects the mortgage approval process at the bank. This process, which should be completed within one week, can be delayed up to two weeks. Therefore, the company's leadership is expected to improve the quality of service through enhanced employee performance. As mentioned earlier, the implementation of servant leadership within an organization or company is expected to improve employee performance. This aligns with the findings of Choirul Shaleh (2014:45), who stated that leaders who apply the servant leadership style have a significant influence on employee performance. The most distinctive characteristic of servant leadership is the desire to serve before the desire to lead, which differentiates it from other leadership styles. In an increasingly complex and dynamic work environment, it is essential to understand how servant leadership can serve as an influential factor in achieving organizational goals. Based on the explanations mentioned above, the researcher considers it necessary to conduct a study entitled: "The Influence of Servant Leadership on Employee Performance at CV. Bukit Memory."

2. Methodology

The author employs a quantitative research approach because the data obtained will be in the form of numerical values. These numerical data will then be further analyzed through data analysis procedures. Sugiyono (2018:20) explains that research data can be classified into two categories: 1) Qualitative data are data presented in the form of words, sentences, body movements, facial expressions, diagrams, images, or photographs; 2) Quantitative data are data presented in numerical form or qualitative data that have been assigned numerical scores (scoring). The sources of data used in this study consist of primary data and secondary data, described as follows: 1) Primary data are data obtained directly from the results of questionnaires distributed to all employees of CV. Bukit Memory in Baubau City; 2) Secondary data are supporting data collected from the company, as well as from scientific books, journal publications, magazines, announcements, and other written information relevant to this study.

The data collection methods used in this study include observation, questionnaires, literature review, and documentation. Observation is a method that can be used to detect or investigate nonverbal behavior. According to Sugiyono (2018:229), observation is a unique data collection method because it is not limited to observing humans but can also include other natural objects. Through observation, researchers can study behavior and its meaning. The success of observation as a data collection technique largely depends on the researcher, as they must carefully observe and interpret what they see and hear from the research subjects. In this study, direct field observation was conducted to determine whether servant leadership influences employee performance at CV. Bukit Memory. The second method used is the questionnaire, which involves collecting information by presenting a set of written questions to be answered by respondents. According to Sugiyono (2018:24), the questionnaire method requires respondents to cooperate and allocate time to provide written responses according to given instructions. This study used a Likert scale to measure respondents' answers, ranging from 1 to 5. The options include Strongly Agree (5), Agree (4), Neutral (3), Disagree (2), and Strongly Disagree (1). The Likert scale allows researchers to assess the degree of agreement or disagreement with statements related to servant leadership and employee performance variables. The literature review and documentation methods were also applied to strengthen the data. Nazir (2013:93) explains that a literature review involves examining books, records, reports, and other sources relevant to the research problem to obtain theoretical knowledge and secondary data. Documentation, as stated by Sugiyono (2018:82), refers to written records of past events, images, or other valuable works. In this study, documentation involved examining company profiles, vision and mission statements, employee data, and organizational structures from CV. Bukit Memory. These sources helped the researcher verify and support the data collected through observation and questionnaires.

The data analysis method used in this study is **simple linear regression analysis**. According to Mulyono (2019:33), simple linear regression analysis aims to determine the effect of one variable on another. It examines the relationship between the independent variable (X) and the dependent variable (Y). The formula for simple linear regression is expressed as **Y = a + bX**, where *a* represents the constant value, *b* is the regression coefficient, *Y* is the dependent variable (employee performance), and *X* is the independent variable (servant leadership). This method helps identify whether changes in servant leadership practices have a measurable influence on employee performance at CV. Bukit Memory.

The **instrument testing** process includes both validity and reliability tests. The **validity test** is used to measure the accuracy and appropriateness of the questionnaire as a data collection instrument. According to the criteria, an item is considered valid if the correlation coefficient (r) is equal to or greater than 0.30 or if the significance value (sig) is less than 0.05. Conversely, if the r-value is less than or equal to 0.30 or sig is greater than 0.05, the item is considered invalid. Validity testing ensures that the collected data truly represent the intended research variables. The **reliability test** evaluates the consistency of the data obtained from the same measurement instrument. This test determines whether the questionnaire yields stable and consistent results over time. Reliability in this study was measured using the Spearman-Brown correlation coefficient and Cronbach's Alpha. A variable is considered reliable if the Cronbach's Alpha value exceeds 0.60. This indicates that the measurement items are internally consistent and suitable for further analysis. The study also conducted **classical assumption tests**, which include tests for linearity, normality, and heteroscedasticity. The linearity test, according to Sugiyono (2015:23), determines whether the independent and dependent variables have a linear relationship, with a significance value of ≤ 0.05 indicating linearity. The normality test, based on Purnomo (2017:108), examines whether the residual values are normally distributed; a good regression model requires normally distributed residuals. The heteroscedasticity test, as explained by Basuki (2015:98), checks whether the variance of the residuals is constant across all observations. The absence of heteroscedasticity indicates that the regression model meets classical assumptions. Finally, the **coefficient of determination (R^2)** and the **t-test (partial test)** were applied. The coefficient of determination (R^2) measures how much the independent variable (servant leadership) influences the dependent variable (employee performance). The t-test is used to determine whether the independent variable has a significant partial effect on the dependent variable. The null hypothesis (H_0) is rejected if the t-value is greater than the t-table value, indicating a significant relationship between servant leadership and employee performance. Conversely, if the t-value is smaller than the t-table, the independent variable does not have a significant partial effect on the dependent variable.

3. Results and Discussion

3.1 Results

Descriptive analysis is a research technique in which data are collected accurately, then organized, processed, and analyzed to provide an overview of the issues being studied. This method aims to describe the characteristics of the data as they are, without drawing causal conclusions. In descriptive analysis, the data are commonly presented in the form of frequency tables, charts, bar graphs, line graphs, or pie diagrams. Measures of concentration and data distribution are also used to summarize and interpret the results effectively. In this study, the data obtained from questionnaires were processed and analyzed using the SPSS 27 application to produce clear and systematic statistical descriptions that support the interpretation of the research findings.

Descriptive Analysis of the Servant Leadership Variable

Servant leadership is a form of leadership that originates from the heart and embodies a sincere emotional commitment to serving others. It prioritizes the needs of followers, emphasizes collaboration in completing tasks, and seeks to help others achieve shared goals. This leadership style focuses on empathy, humility, and the empowerment of subordinates to create a supportive and productive work environment. In this study, servant leadership was measured using five key indicators: humility, love, trust, empowerment, and vision. These indicators represent the essential qualities that define a servant leader and reflect how leadership behavior influences employee attitudes and performance. Based on the research findings, the frequency distribution of respondents' perceptions regarding servant leadership is presented in the table below. The table provides a detailed overview of how employees at CV. Bukit Memory responded to statements related to the five indicators, illustrating the overall tendency and pattern of servant leadership practices within the organization.

Table 1. Respondents' Responses to Variable X (Servant Leadership)

No	N	Total Score	Average
1	38	156	4.11
2	38	158	4.16
3	38	155	4.08
4	38	152	4.00
5	38	159	4.18
6	38	153	4.03
7	38	152	4.00
8	38	151	3.97
9	38	155	4.08
Average of Employee Performance Variable			4.07

Based on the table above, the majority of respondents gave an "Agree" rating, while only a few respondents gave a "Disagree" rating. This result indicates that most respondents have a positive perception of the statements related to servant leadership. It also reflects that the respondents generally recognize the importance of the values and behaviors described in the questionnaire items, showing that the principles of servant leadership are well-implemented within the organization. Among the variables forming the servant leadership construct, the most significant indicator is statement X1, which obtained the highest average score of 4.18. This finding shows that the aspect represented by X1 contributes the most to shaping servant leadership behavior. The high mean value suggests that respondents strongly agree with the practices or attitudes expressed in this statement, emphasizing its critical role in supporting effective and exemplary leadership within the organization.

Employee performance is a measure of how well an employee succeeds in achieving the goals and standards set by the company or organization where they work. It is assessed through five indicators: employee quality, quantity, punctuality, effectiveness, and independence. Based on the results of the study, the frequency distribution of respondents' responses regarding employee performance is presented in the table below.

Table 2. Respondents' Responses to Variable Y

No	N	Total Score	Average
1	38	156	4.11
2	38	158	4.16
3	38	155	4.08
4	38	152	4.00
5	38	159	4.18
6	38	153	4.03
7	38	152	4.00
8	38	151	3.97
9	38	155	4.08
Average of Employee Performance Variable			4.07

The table illustrates that for each statement item related to employee performance, the majority of respondents provided an "Agree" response, while only a small number selected "Disagree." This finding indicates that most respondents have a positive perception of the performance aspects measured in the questionnaire. The consistent pattern of agreement across items suggests that employees generally demonstrate good performance and show alignment with the organizational standards and expectations reflected in the statements. Furthermore, the analysis reveals that the most dominant indicator influencing the overall employee performance variable is statement Y5, which obtained the highest average score of 4.18. This indicates that the aspect represented by Y5 is perceived as the strongest factor in shaping employee performance. The high mean score implies that employees excel in this particular dimension, which could serve as a benchmark or key strength to be maintained and further developed within the organization to enhance overall performance outcomes.

Validity test

The validity test was conducted by examining the correlation between each item score and the total score of each variable using the Pearson correlation method. A statement item is considered valid if its significance level is below 0.05. The results of the quality assessment for this study are presented as follows:

Table 3. Results of the Validity Test

Variable	Statement Item	R-Calculated	R-Table	Sig (2-Tailed)	Remark
	X1	0.709**	0.320	0.000	Valid
	X2	0.742**	0.320	0.000	Valid
	X3	0.636**	0.320	0.000	Valid
X	X4	0.635**	0.320	0.000	Valid
	X5	0.610**	0.320	0.000	Valid
	X6	0.768**	0.320	0.000	Valid
	X7	0.634**	0.320	0.000	Valid

	X8	0.686**	0.320	0.000	Valid
	X9	0.619**	0.320	0.000	Valid
	X10	0.561**	0.320	0.000	Valid
	X11	0.358**	0.320	0.027	Valid
Y	Y1	0.811**	0.320	0.000	Valid
	Y2	0.649**	0.320	0.000	Valid
	Y3	0.717**	0.320	0.000	Valid
	Y4	0.875**	0.320	0.000	Valid
	Y5	0.875**	0.320	0.000	Valid
	Y6	0.871**	0.320	0.000	Valid
	Y7	0.876**	0.320	0.000	Valid
	Y8	0.899**	0.320	0.000	Valid
	Y9	0.807**	0.320	0.000	Valid

The results of the validity test in Table 3. show that all statement items for variables X and Y have correlation coefficients (R-calculated) greater than the R-table value of 0.320, with a significance level below 0.05. This means that every item in both variables is declared valid. The significance values (Sig. 2-tailed) of 0.000 for most items indicate a very strong correlation between each item score and the total score, confirming that the items used are appropriate and consistent in measuring the intended constructs. Only one item (X11) has a slightly higher significance value of 0.027, but it still meets the validity criteria because it remains below 0.05. Overall, these results indicate that the instrument used in the study has good validity and can accurately measure the variables of servant leadership (X) and employee performance (Y). The strong and significant correlations across all items suggest that respondents' answers are consistent and reflect the theoretical dimensions of each variable. Therefore, the questionnaire can be considered a reliable tool for further data analysis, ensuring that subsequent findings are based on valid and trustworthy measurements.

Reliability Test Results

The reliability test is a tool used to measure the consistency of a questionnaire that serves as an indicator of a variable or construct. This test aims to determine whether the respondents' answers to the given questions are consistent and dependable. The reliability test in this study employed the statistical method of Cronbach's Alpha, with a significance threshold greater than 0.6. A variable is considered reliable if its Cronbach's Alpha value exceeds this standard, indicating that the items used to measure the construct produce stable and consistent results.

Table 4. Reliability Test Results

Variable	Cronbach's Alpha	Measurement Standard	Remark
Servant Leadership (X)	0.822	0.60	Reliable
Employee Performance (Y)	0.938	0.60	Reliable

The results in Table 4. show that all variables tested have Cronbach's Alpha values greater than 0.6, meaning they are categorized as reliable. The Servant Leadership variable (X) has a Cronbach's Alpha value of 0.822, while the Employee Performance variable (Y) has a value of 0.938, both exceeding the minimum reliability standard. These results indicate that the questionnaire items used to measure each variable are consistent and dependable for further analysis. Thus, it can be concluded that the research instrument used in this study meets the reliability criteria and can be trusted to measure the constructs of servant leadership and employee performance accurately.

Normality Test Results

The normality test is used to determine whether the data population is normally distributed. In this study, the One-Sample Kolmogorov–Smirnov test was applied with a significance level of 0.05. If the significance value is greater than 5% (0.05), the data are considered to be normally distributed. This test is essential to ensure that the data meet the assumptions required for subsequent parametric statistical analyses, such as correlation or regression tests. A normal distribution indicates that the collected data accurately represent the population, allowing for valid and reliable statistical inferences. The use of the Kolmogorov–Smirnov test in this research provides a statistical basis for evaluating the normality of the variables studied, namely servant leadership and employee performance. When both variables show significance values greater than 0.05, it means the residuals or data distribution do not deviate significantly from normality, thereby fulfilling one of the classical assumption requirements. This condition allows the data to proceed to further hypothesis testing using parametric methods, which assume a normal data distribution for accurate and unbiased results.

Tabel. 5. Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		38
Normal Parameters[a,b]	Rata-rata	.0000000
	Std. Deviation	5.52953898
Most Extreme Differences	Absolute	.097
	Positive	.055
	Negative	-.097
Test Statistic		.097
Asymp. Sig. (2-tailed)		.200[c,d]
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

The Asymp. Sig. (2-tailed) value obtained from the Kolmogorov–Smirnov normality test is 0.200. This value is greater than the predetermined significance level of 0.05. Therefore, it can be concluded that the data meet the assumption of normality. This result indicates that the distribution of the data does not significantly deviate from a normal curve, meaning that the data used in the study are normally distributed. Consequently, the data fulfill one of the key assumptions required for parametric statistical tests such as correlation and regression analyses, ensuring that the subsequent hypothesis testing can be conducted accurately and reliably.

Heteroscedasticity Test Results

The purpose of the heteroscedasticity test is to determine whether there is a difference in the variance of residuals among observations. This test is conducted to assess the assumption of homoscedasticity, which requires that the residuals of a regression model have constant variance. In the heteroscedasticity test, if the probability significance value is greater than the confidence level (0.05 or 5%), it indicates that heteroscedasticity does not occur, meaning the data meet the assumption of homoscedasticity. This assumption is important to ensure that the regression model used is unbiased and that the estimated coefficients are efficient and reliable.

Table 6. Heteroscedasticity Test Results

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	11.761	5.793		2.030	.050
	Servant Leadership (X1)	-.145	.116	-.204	-1.253	.218
a. Dependent Variable: Abs_RES						

Based on the results of the heteroscedasticity test above, it can be seen that the significance value of the servant leadership variable (X) is 0.218, which means that this significance value is greater than 0.05. Therefore, it can be concluded that the variable (X) has a significance value greater than 0.05, indicating that heteroscedasticity does not occur in the regression model.

Linearity Test

The linearity test was carried out to determine the regression equation of the independent variable (X) on the dependent variable (Y). Based on the regression line that was generated, the coefficients and the linearity of the regression line were tested using SPSS. If the probability value is greater than 0.05, it indicates a linear relationship between the variables (X) and (Y). Conversely, if the probability value is less than 0.05, it means the relationship between the variables is non-linear.

Table 7. Linearity Test Results

Source	Sum of Squares	df	Mean Square	F	Sig.
Employee Performance (Y1) * Servant Leadership (X1)					
Between Groups (Combined)	722.536	11	65.685	2.261	0.043
Linearity	346.695	1	346.695	11.932	0.002
Deviation from Linearity	375.840	10	37.584	1.293	0.285
Within Groups	755.464	26	29.056		
Total	1478.000	37			

The analysis of the table above shows that the significance value (Sig.) for the Deviation from Linearity row is 0.285. Since this value is greater than 0.05, it can be concluded that there is a linear relationship between the servant leadership variable (X) and the employee performance variable (Y).

Results of Simple Linear Regression Analysis

The linear relationship between the independent variable (X) and the dependent variable (Y) was examined through a simple linear regression analysis. The purpose of this analysis was to determine the direction and strength of the relationship between the two variables. The following table presents the results obtained from the analysis:

Table 8. Results of Simple Linear Regression Coefficient Test

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
1 (Constant)	1.881	10.612		0.177	0.860	
Servant Leadership (X1)	0.706	0.213	0.484	3.322	0.002	

The results obtained from the simple linear regression coefficient above show a constant coefficient value of 1.881 and a coefficient value for the independent variable (X) of 0.706. Therefore, the regression equation can be written as $Y = 1.881 + 0.706X$. From this equation, the constant value of 1.881 indicates that when servant leadership has a value of 0, employee performance is 1.881. Furthermore, the positive regression coefficient of 0.706 for the independent variable indicates that the relationship between the independent variable (servant leadership) and the dependent variable (employee performance) is in the same direction. This means that every increase in the servant leadership variable will result in an increase in employee performance by 0.706.

Results of the Coefficient of Determination Test (R^2)

The purpose of the coefficient of determination test is to determine how well the independent variable can explain the dependent variable. The results of the coefficient of determination (R^2) test are presented in the table below:

Table 9. Results of the Determination Test (R^2)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0.484[a]	0.235	0.213	5.60581	2.258

After obtaining the *r-calculated* value of 0.484, the next step is to determine how much influence the independent variable (X) has on the dependent variable (Y). This is done by calculating the coefficient of determination (R^2), expressed as a percentage:

$$
\begin{aligned}
R^2 &= (0.484)^2 \times 100\% \\
&= 23.425 \times 100\% \\
&= 23.5\%
\end{aligned}
$$

Based on these results, it can be concluded that the independent variable (servant leadership) has an influence of 23.5%on the dependent variable (employee performance), while the remaining 76.5% is influenced by other factors not included in this study.

3.2 Discussion

Interpretation of Research Results

Based on the results of the study, it can be concluded that the independent variable (X), servant leadership, has a significant effect on the dependent variable (Y), employee performance, at CV. Bukit Memory. This finding is evidenced by the calculated correlation coefficient (*r-calculated*) of 0.484, which is greater than the *r-table* value of 0.320 at a 5% significance level with $N = 38$. Thus, *r-calculated* > *r-table*, indicating that the null hypothesis (H_0) is rejected and the alternative hypothesis (H_a) is accepted. The coefficient of determination (R^2) value of 23.5% shows a positive influence, meaning that the higher the level of servant leadership applied by leaders, the greater the impact on employee performance. The remaining 76.5% is influenced by other factors not examined in this study. Furthermore, the results of the t-test analysis also indicate that the variable of servant leadership (X) has a significant effect on employee performance (Y). The *t-calculated* value of 3.322 exceeds the *t-table* value of 2.028 at a 5% significance level, meaning that the alternative hypothesis (H_a) is accepted. The regression equation obtained is $Y = 1.881 + 0.706X$, which aligns with the simple linear regression formula, where *Y* represents the dependent variable, *a* is the constant, and *b* is the regression coefficient of the independent variable (X). This equation indicates that an increase in servant leadership practices will result in an increase in employee performance. Therefore, servant leadership significantly affects employee performance at CV. Bukit Memory in Baubau City, confirming that H_0 is rejected and H_a is accepted.

It can thus be concluded that leadership style has a direct impact on employee performance. When a leader adopts a servant leadership style, emphasizing empathy, service, and empowerment employees are more likely to demonstrate higher levels of personal performance and job satisfaction. This finding is consistent with the theory proposed by Barbuto and Wheeler (2013), who assert that *servant leadership*is a leadership model rooted in emotion and sincerity, prioritizing the needs and performance of employees, and treating them as collaborators to achieve organizational satisfaction. Similarly, Greenberg and Baron (2014) explain that employee performance is influenced by servant leadership, which can be developed through respect, dignity, active listening, and teamwork, fostering a sense of belonging and positive relationships within the organization. Leaders who show genuine care and concern for their employees can significantly enhance their performance.

The results of this study are also supported by previous empirical findings. Yosua Crispinus Hariyono and Fransisca Andreani (2020) found that servant leadership improved employee performance at UD. Anugrah Mulya Rejeki. Similarly, Apriyati, Hidayat, and Dautd (2021) reported that servant leadership influenced employee performance by 21.7%. Furthermore, Nadir (2016) stated that servant leadership, individual characteristics, and organizational culture had a positive and significant effect on organizational commitment and the performance of civil servants (ASN) in the Provincial Government of West Sulawesi. In addition, Kamanjaya, Supartha, and Dewi (2017) found that servant leadership positively influenced organizational commitment, and that organizational commitment fully mediated the relationship between servant leadership and employee performance at Wangaya Regional Hospital in Denpasar City. Overall, these findings reinforce the theoretical and empirical understanding that servant leadership plays a crucial role in enhancing employee performance, both by fostering intrinsic motivation and by building a supportive, value-based organizational culture.

Answers to the Research Problems

The researcher distributed questionnaires to 38 respondents, all of whom were employees working at CV. Bukit Memory. The purpose of this study was to address the research questions formulated by the researcher as follows: 1) Servant leadership has a significant influence on employee performance at CV. Bukit Memory. The results of the *Product Moment correlation analysis* show a correlation coefficient (*r-calculated*) of 0.484, while the *r-table* value at a 5% significance level and N = 38 is 0.320. Since *r-calculated* > *r-table*, it can be concluded that H_0 is rejected and H_a is accepted. The coefficient of determination is 23.5%, indicating that servant leadership contributes 23.5% to employee performance, while the remaining 76.5% is influenced by other factors not examined in this study; 2) The results of the t-test indicate a significant effect between servant leadership (X) and employee performance (Y). The *t-calculated* value is 3.322, while the *t-table* value at a 5% significance level is 2.028. Since *t-calculated* > *t-table*, this result confirms that servant leadership has a significant positive influence on employee performance at CV. Bukit Memory. Thus, the alternative hypothesis (H_a) is accepted, and the null hypothesis (H_0) is rejected; 3) Verification of the influence of variables X and Y on CV. Bukit Memory. To determine the extent of the influence of servant leadership on employee performance, the researcher employed the coefficient of determination test (R^2), as explained in Section 4.7.2.3. The results revealed that servant leadership accounts for 23.5% of the variance in employee performance, demonstrating a measurable and significant effect on organizational performance outcomes at CV. Bukit Memory. In summary, the findings clearly show that servant leadership significantly enhances employee performance, confirming that leadership style plays a vital role in improving individual and organizational productivity within CV. Bukit Memory.

4. Conclusion

Based on the research results and discussions presented in Chapter IV, it can be concluded that this study successfully met its intended objectives. The findings reveal that servant leadership has a significant influence on employee performance at CV. Bukit Memory. Through a series of statistical analyses, the study demonstrates that the leadership style characterized by empathy, service, and support contributes positively to enhancing employees' motivation and productivity. This supports the idea that leaders who prioritize serving their employees can foster a more engaged and effective workforce. The results of the coefficient of determination (R^2) analysis show a value of 0.235 or 23.5%, indicating that 23.5% of the employee performance at CV. Bukit Memory is influenced by servant leadership, while the remaining 76.5% is affected by other factors not examined in this study. These findings suggest that while servant leadership plays a meaningful role in improving employee performance, there are still various external and internal organizational factors—such as work environment, compensation, and individual motivation—that also contribute to overall employee outcomes.

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