LEADERSHIP SERVANT AND ORGANIZATIONAL CLIMATE

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ABSTRACT
Servant Leadership and A good organizational climate will have a large influence on organizational commitment so that ultimately it is expected to influence employee performance. This study aims to examine and explain the relationship between Servant Leadership and Organizational Climate to Organizational Commitment and Employee Performance at the Denpasar City Government Regional Secretariat. This study used a sample of 118 respondents. All data obtained from the questionnaire distribution is feasible to use and then analyzed using a variance-based structural equation model through the Partial Least Square (PLS) program. The results showed that the results of the research above can be formulated as a conclusion that Servant Leadership has a positive and significant effect on employee performance mediated by organizational commitment. Furthermore, organizational climate has a positive and significant effect on employee performance which is also mediated by organizational commitment. Servant Leadership has a significant and positive influence on organizational commitment. Furthermore, organizational climate has a significant and positive influence on organizational commitment. Likewise organizational commitment has a significant and positive influence on employee performance.

Key word: Servant Leadership, Organizational Climate, organizational commitment, employee performance.

INTRODUCTION
Performance is the result of a person as a whole during a certain period in carrying out tasks, such as work standards, targets or target criteria that have been determined in advance and have been mutually agreed upon (Veithzal, 2010 : 97).

A leader must have a strong desire to serve and lead, and the most important thing is to be able to combine the two as positive mutually reinforcing things. This is where the role of servant leadership emerges as a management style in terms of leading and serving and serving in harmony and interacting with the environment (Trompenaars et al, 2010: 3). The most important role of servant leadership is stated by Greenleaf in Lantu et al, (2012: 20) that "Servant Leadership is based on primary responsibility for service to employees by putting employee interests above the interests of leaders". The implementation of servant leadership in a company is basically to improve employee performance. An empirical study of the results of previous research conducted by McCann et al (2014) states that "The application of servant leadership has an influence on employee performance".

In addition to Servant Leadership, organizational climate can determine performance. Organizational climate is a set of work environment conditions that are felt directly or indirectly by employees (Gomes, 2010). When this unpleasant organizational climate makes employees feel that the work environment does not create an atmosphere that carries them to achieve activities well, so it does not provide energy or power for him to show optimal performance. Raja et al. (2019) the results of his study concluded that there is a significant influence of organizational climate on employee performance in companies in Kenya. Likewise with research
by Naomi et al (2017) with the results obtained in this study that organizational climate has a significant effect on employee performance.

Another factor that can affect employee performance is organizational commitment. High organizational commitment will have a positive influence on employees, which leads to job satisfaction, work morale, good work performance and the desire to continue working in the company concerned. Likewise with civil servants, their bond to work in government agencies is not just a salary, but rather an inner bond, for example, wanting to be a public servant and a public servant, social status, and so on. So if every employee has a strong commitment to provide the best performance for the country and the best service to the community, then of course the performance of the public sector will increase Blau et al (1987; in the 2006 Budget). Increasing employee commitment is expected to increase employee performance. This is supported by research conducted by Folorunso (2014) conducting research on the effect of organizational commitment on employee performance in companies in Nigeria stating that organizational commitment variables significantly influence performance.

Based on the explanation above, this study seeks to reexamine and explain the relationship of Servant Leadership and Organizational Climate to Organizational Commitment and Employee Performance at the Regional Secretariat of the City Government of Denpasar. In addition, this study will fill the research gap available on each effect. So in the end this research will try to provide guidance in improving and improving employee performance.

LITERATURE REVIEW

Servant Leadership, Organizational Climate, Organizational Commitment, Employee Performance

In the research of See-Kwong Goh et al (2014) and Olesia et al (2013) the results of the study found that Waiter's Leadership has a positive influence on organizational commitment. Furthermore Naomi et al (2017), and Swastadiguna, et al (2018) research results found that organizational climate has a positive effect on organizational commitment mediated by job satisfaction. Based on previous research conducted by McCannet al, (2014) and Awanet al, (2012) The results of his research found servant leadership has a positive effect on employee performance mediated by employee work motivation. The results of research from Kembuan et al (2018) and Dewi (2017) show that organizational climate and employee competencies significantly influence employee performance and health service quality. This article concludes that to realize the quality of health services can be done by conducive to the organizational climate, and improve employee competency and employee performance. Based on research conducted by Riana et al, (2016), Folorunso et al, (2014) The results of his research found that organizational commitment has a positive effect on employee performance.

Hypothesis 1 (H1): Servant leadership positive effect on organizational commitment.
Hypothesis 2(H2): Organizational climate has a positive effect on organizational commitment.
Hypothesis 3(H3): Servant leadership significant effect on employee performance
Hypothesis 4(H4): Organizational climate has a positive effect on employee performance
Hypothesis 5(H5): Organizational commitment influences employee performance

RESEARCH METHOD

This study uses a quantitative approach conducted with a survey in which the questionnaire as the main research instrument is designed to explain the effect of Servant Leadership and Organizational Climate on Organizational Commitment and Performance of Denpasar City Secretariat Employees. The total population in this study were all permanent employees at the Secretariat of the Denpasar City Government which amounted to 167 people, with the Slovin Formula sample obtained there were 118 respondents.

The overall data obtained were further analyzed using Structural Equation Modeling (SEM) with a variance based or component based approach with Partial Least Square (PLS). As per Hair et al. (2006), the first step in the analysis is testing the measurement model (outer model) which consists of convergent validity, discriminant validity, and reliability. Next, test the structural model (inner model) using Q-Square predictive relevance (Q2). The final step, testing hypotheses and checking mediation.
RESEARCH RESULTS

Evaluate the Outer Model

According to Chin as quoted by Imam Ghozali (2014), an outer loading value between 0.5-0.6 is considered sufficient to meet the convergent validity requirements. At AVE, the scores obtained ranged from 0.509 to 0.584 also showing all constructs did not have convergent validity problems (AVE threshold was 0.5).

Discriminant validity test uses cross loading values. An indicator is declared to meet discriminant validity if the cross loading indicator value on the variable is the largest compared to other variables. The result of Servant Leadership loading factor is 0.758 which is higher than the loading factor with other constructs, namely organizational climate (0.313), organizational commitment (0.321) and employee performance (0.360). Based on the results obtained, it can be stated that the indicators used in this study have good discriminant validity in preparing their respective variables.

Source: Analysis Results

Inner Model Evaluation

After ensuring the robustness of the measurement model, the next step is to carry out validation that supports the theoretical model as shown in the structural model (Chin, 2010). In this study, the structural model was evaluated through the Q-Square predictive relevance (Q2) value. The quantity Q2 has a value with a range of $0 < Q2 < 1$, the closer it is to 1, the better the model is. The evaluation results show that the Q2 value obtained was 0.937 or close to 1. Therefore, the results of this evaluation give a clue that the structural model has a good suitability (goodness of fit model). This result can be interpreted that the information contained in the data, 93.7% can be explained by the model while the remaining 2.3% is explained by errors or other variables not contained in the model. Therefore, further analysis, namely: hypothesis testing and mediation examination can be continued.

Hypothesis Testing and Mediation Examination

Hypothesis testing is conducted to determine the relationship of servant leadership and organizational climate to organizational commitment and its impact on employee performance. The results of hypothesis testing can be presented in Table 1 below.
### Table 1
Path Coefficient Results

<table>
<thead>
<tr>
<th>Variable</th>
<th>Path Coefficient</th>
<th>T Statistics</th>
<th>Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Servant Leadership -&gt; Employee Performance</td>
<td>0.154</td>
<td>3.569</td>
<td>H1</td>
</tr>
<tr>
<td>Organizational Climate -&gt; Employee Performance</td>
<td>0.113</td>
<td>2.138</td>
<td>H2</td>
</tr>
<tr>
<td>Servant Leadership -&gt; Organizational Commitment</td>
<td>0.319</td>
<td>3.170</td>
<td>H3</td>
</tr>
<tr>
<td>Organizational Climate -&gt; Organizational Commitment</td>
<td>0.237</td>
<td>2.466</td>
<td>H4</td>
</tr>
<tr>
<td>Organizational Commitment -&gt; Employee Performance</td>
<td>0.824</td>
<td>15.670</td>
<td>H5</td>
</tr>
</tbody>
</table>

Source: results of analysis

Based on Table 1 above can be seen the value of the servant leadership path coefficient with positive employee performance of 0.154 with T-Statistic = 3.569 (T-Statistic> 1.96). Therefore, hypothesis-1 (H1) is accepted. These results give the meaning that the better servant leadership in the Regional Secretariat of Denpasar City Government will be able to improve employee performance. Selanjutnya koefisien jalur iklim organisasi dengan kinerja positive employee value of 0.113 with T-Statistic = 2.139 (T-Statistic> 1.96). Therefore, hypothesis-2 (H2) is accepted. These results mean that the better the organizational climate in the Regional Secretariat of the Denpasar City Government will be able to improve the performance of its employees.

The path coefficient of servant leadership pathway with positive organizational commitment is 0.319 with a t-statistic value of 3.170 (T-Statistic> 1.96) so that the hypothesis-3 (H3) is accepted. These results give the sense that the better servant leadership in the Regional Secretariat of Denpasar City Government will be able to increase employee commitment to the organization.

Likewise, the value of the organizational climate coefficient with a positive organizational commitment of 0.237 is indicated by the t-statistic value of 2.466 (T-Statistic> 1.96) so that the hypothesis-4 (H4) is accepted. These results mean that the better the organizational climate in the Regional Secretariat of the Denpasar City Government will be able to increase employee commitment to the organization.

The path coefficient value of organizational commitment with employee performance is 0.824 with a statistical value of 15.670 (T-Statistic> 1.96) so that the 5th hypothesis (H5) is accepted. These results mean that the better the commitment of employees towards the organization will be able to improve its performance.

Furthermore, the significance test of mediation variables in the model can be checked from the indirect test results. From this test the level of intervention of mediation variables can be investigated, whether full mediation, partial mediation or not mediation. The results of the test are obtained as the following:

### Table 2
Recapitulation of Mediation Variable Testing Results

<table>
<thead>
<tr>
<th>Variable Mediation</th>
<th>Effect</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Servant Leadership -&gt; Employee Performance</td>
<td>A 0.154 (sig), B 0.236 (sig), C 0.319 (sig), D 0.824 (sig)</td>
<td>Partially Mediated</td>
</tr>
<tr>
<td>Organizational Climate -&gt; Employee Performance</td>
<td>A 0.113 (sig), B 0.173 (sig), C 0.237 (sig), D 0.824 (sig)</td>
<td>Partially Mediated</td>
</tr>
</tbody>
</table>

Based on these results can be interpreted, the better Servant Leadership accompanied by good organizational commitment, the employee performance will be increasingly improved. Furthermore, the results of this study also determine that organizational climate can affect employee performance through organizational commitment. Based on the analysis of direct effect calculations, indirect effects and total effects, it shows that servant leadership has the highest total effect value, so this is a finding that servant leadership has the most influence on employee performance compared to other variables such as organizational climate and commitment organization.

V. DISCUSSION

Based on the analysis of the effect of servant leadership on organizational commitment of the Denpasar City Government Regional Secretariat, it shows that servant leadership has a significant and positive influence on organizational commitment so that hypothesis 1 (H1) is accepted. These results mean that the better servant leadership will be able to increase employee commitment to the organization. In a previous study See-
Kwong Gohet al (2014) with the title of the research: The Influence of Servant Leadership towards Organizational Commitment: The Mediating Role of Trust in Leaders found that Waiter's Leadership positively influenced organizational commitment mediated by trust in leaders.

Based on the analysis of the effect of organizational climate on organizational commitment, shows that organizational climate has a significant and positive influence on organizational commitment. The results of this test indicate that hypothesis 2 (H2) is accepted. These results give the sense that the better the organizational climate will be able to increase employee commitment to the organization. Previous research Naomiet al, (2017) with the title of the research: Influence Of Organizational Climate On Employee Performance In State Corporations In Kenya: A Case Of Kenya Industrial Estates Limited, the results of his research found that organizational climate has a positive effect on employee performance.

Based on the results of an analysis of the influence of servant leadership on employee performance in the Denpasar City Government Regional Secretariat, it shows that servant leadership has a significant and positive influence on employee performance so that hypothesis 3 (H3) is accepted. These results give the sense that the better servant leadership at the Regional Secretariat of the Denpasar City Government will be able to improve employee performance. Based on previous research conducted by McCann et al, (2014) with the title of the study: Servant Leadership, Employee Satisfaction, and Organizational Performance in Rural Community. The results of his research found servant leadership has a positive effect on job satisfaction, and a positive effect on organizational performance.

Furthermore, based on the results of an analysis of the influence of organizational climate on employee performance at the Denpasar City Government Regional Secretariat, it shows that organizational climate has a significant and positive influence on employee performance employee so that hypothesis 4 (H4) is accepted. These results give the meaning that the better the organizational climate in the Regional Secretariat of the Government of the City of Denpasar will be able to improve its performance. Research from Kembuan et al (2018) with the title: The Effect Of Organization Climate, Career Development, Conflict, And Work Stress On Employee Performance Of Unsrat shows that simultaneously organizational climate, career development on organizational climate has a positive influence.

Likewise, the results of the analysis of the effect of organizational commitment on employee performance at the Denpasar City Government Regional Secretariat. The analysis shows that organizational commitment has a significant and positive influence on employee performance. The results of this test indicate that hypothesis 5 (H5) which states that organizational commitment has a positive effect on employee performance is accepted. These results give the meaning that the better the organizational commitment at the Regional Secretariat of the City Government of Denpasar will be able to improve employee performance. Similar research by Folorunso et al, (2014) with the title of the research: Exploring the Effect of Organizational Commitment Dimensions on Employees Performance: An Empirical Evidence from Academic Staff of Oyo State Owned Tertiary Institutions, Nigeria. the results of his research found that organizational commitment has a positive effect on employee performance.

VI. CONCLUSIONS AND SUGGESTIONS

CONCLUSION

Based on the research results above, it can be concluded that Servant Leadership has a positive and significant effect on employee performance. These results give the sense that the better servant leadership at the Regional Secretariat of the Denpasar City Government will be able to improve employee performance. On the other hand organizational commitment is able to mediate the indirect effect of servant leadership on employee performance, this shows that servant leadership supported by good organizational commitment can improve employee performance. It can also be interpreted that the better servant leadership accompanied by good organizational commitment, the employee's performance will increase / better.

Organizational climate has a positive and significant effect on employee performance. These results mean that the better the organizational climate in the Regional Secretariat of the Denpasar City Government will be able to improve employee performance. On the other hand organizational commitment is able to mediate the indirect effect of organizational climate on employee performance, this shows that a good organizational climate supported by good organizational commitment can improve employee performance. It can also be interpreted that the better the organizational climate accompanied by good organizational commitment, the employee's performance will increase / better.

Servant Leadership has a significant and positive influence on organizational commitment. These results mean that the better servant leadership at the Regional Secretariat of the Denpasar City Government will be able to increase employee commitment to the organization. Furthermore, organizational climate has a significant and positive influence on organizational commitment. These results mean that the better the
working climate of employees will be able to increase employee commitment to the organization. Likewise, organizational commitment has a significant and positive influence on employee performance. These results mean that the better the commitment of employees towards the organization will be able to improve employee performance.

SUGGESTIONS

Servant Leadership in the Regional Secretariat of Denpasar City Government is good by measuring with several indicators. However, the service indicator is the indicator with the lowest value, this indicates that the leadership in the Regional Secretariat of the Denpasar City Government has not been able to provide services to his subordinates. This should be dealt with by putting the needs of followers as priorities, getting things done with others and helping others achieve a common goal.

REFERENCE


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