

ANALYSIS OF THE EFFECT OF SERVANT LEADERSHIP AND ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE WITH WORK CREATIVE BEHAVIOR AS AN INTERVENING VARIABLE

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Abstract

This study aims to prove the influence of factors servant leadership and organizational culture on employee performance with work creative behavior as an intervening variable on educational staff employee with ASN status at the Indonesian State Maritime Polytechnic office. Determining the number of samples using the census method where the total population was taken as a sample of 48 people as educational staff employees with ASN status. Data were analyzed using a quantitative approach with the SEM-PLS method through the SmartPLS 3.3 application. The results of the research show that the five hypotheses formed as a whole are acceptable. Servant Leadership has a significant effect on Employee Performance with a p-value of $0.000 < 0.05$. Organizational Culture has a significant effect on Employee Performance with a p-value of $0.003 < 0.05$. Servant Leadership has a significant effect on Work Creative Behavior with a p-value of $0.006 < 0.05$. Organizational Culture has a significant effect on Work Creative Behavior with a p-value of $0.000 < 0.05$. and Work Creative Behavior has a significant effect on Employee Performance with a p-value of $0.002 < 0.05$.

Keywords: *Servant Leadership, Organizational Culture, Work Creative Behavior and Employee Performance*

INTRODUCTION

Human resources is a very important element for a company that determines the success of the company. To achieve maximum performance, professionally managed human resources are needed in order to achieve a balance between the needs of employees and the ability of the company's organization. Therefore human resources are an important element in the context of achieving goals in a company, with the quality of human resources and the ability of employees to run the company properly and correctly (Shintia & Riduwan., 2021).

Performance is a universal concept which is the operational efficiency of an organization, parts of the organization, and its employees based on predetermined standards and criteria (Ayundasari, et al., 2017). According to Robbins & Judge, (2019) provides a definition that performance is a result achieved by an employee for what he is doing and is based on criteria that have been determined by the organization or business entity.

Research conducted by Liden et al., (2014) it was found that servant leadership contributed positively to employee performance. Servant leadership is leadership that provides more primary service and encourages the creation of good relationships by developing the respect and dignity of the leader, building a group and teamwork, and listening to what colleagues and employees say. (Liden et al., 2014).

Another variable that has an impact on employee performance is the influence of culture from an organization. The culture of an organizational body is a system that shares meanings carried out by its members so that differences will be found between the

organization and other organizations (Robbins & Judge, 2015). Culture can provide a positive and moral environment, and also to provide assistance in fostering innovation in an organization. Furthermore, this culture also has the ability to encourage commitment to an organization, improve the attitude of employees and provide benefits to the organization (Robbins & Judge, 2015).

Aycan, et al., (in Saad & Abbas, 2018) argues that organizational culture ultimately becomes a source of competitive advantage for organizations, because it influences people's commitment at work, both individual and collective learning processes and development capabilities, and it emerges from underlying assumptions, beliefs, norms, values and attitudes.

Every organization has the challenge of hiring their employees in ways that are beneficial for innovation. Organizations need to redefine the tasks received by employees to facilitate creativity and innovation through managing complexity and autonomy, Hammond, Neff, Farr, Schwall, & Zhao, 2011 in (Brem and Utikal, 2019). Work creative behavior includes behavior that must receive attention for companies or organizations if they want less effort in achieving organizational goals and getting maximum results, in the sense that employees can be empowered optimally in taking creative steps that can create innovation. , companies or organizations will benefit more (Siddiqi & Qureshi, 2016).

Whereas based on information obtained from the results of preliminary observations conducted by researchers, the performance of ASN education staff at Polimarin has not been maximized, where there are still obstacles that occur such as communication between each section that is not well established, lack of creative behavior marked by the repetition of the same mistakes, and there is a gap that occurs between reality and organizational expectations regarding the assessment of ASN education staff employees. The following is the employee performance target assessment data (SKP) and employee behavior within the Indonesian State Maritime Polytechnic.

Table 1
Polimarin Employee Performance Target Assessment Data (SKP) for the 2021 Fiscal Year

Employee	Month	Average Performance Achievement Value	Predicate (PP No. 30 of 2019)	Organizational Expectations
ASN Education personnel	January	91.69	Good	Very good
ASN Education personnel	February	100.99	Good	Very good
ASN Education personnel	March	84,74	Enough	Very good

ASN Education personnel	April	90.59	Good	Very good
ASN Education personnel	May	90.08	Good	Very good
ASN Education personnel	June	88,86	Enough	Very good
ASN Education personnel	July	88.98	Enough	Very good
ASN Education personnel	August	90.87	Good	Very good
ASN Education personnel	September	89.71	Enough	Very good
ASN Education personnel	October	90.81	Good	Very good
ASN Education personnel	November	90,19	Good	Very good
ASN Education personnel	December	88.36	Enough	Very good

Source: Polimarin Personnel Data, 2021

Whereas based on the data above it was found that the performance of ASN education staff at the Indonesian State Maritime Polytechnic was not yet optimal. Based on Government Regulation No. 30 of 2019, the average performance of ASN education personnel is rated as sufficient and good, however, there is hope from the management of the organization that the average performance of education staff employees is in the very good predicate, that is, if they have a value of $110 \leq x \leq 120$ and create new ideas and or new ways of improving performance that benefit the organization or country. Where this is expected to support organizational performance optimally in facing the dynamics of challenges and changes in the future.

Formulation of the problem

Based on the phenomenon of the problem, namely the performance of ASN educational staff expected by the Indonesian State Maritime Polytechnic has not yet been achieved, this study is intended to answer the following statements:

1. Does Servant leadership affect the performance of ASN teaching staff at the Indonesian State Maritime Polytechnic?
2. Does organizational culture affect the performance of ASN teaching staff at the Indonesian State Maritime Polytechnic?
3. Does Servant leadership affect work creative behavior in ASN educational staff at the Indonesian State Maritime Polytechnic?

4. Does organizational culture affect work creative behavior in ASN education staff at the Indonesian State Maritime Polytechnic?
5. Does work creative behavior affect the performance of ASN education staff at the Indonesian State Maritime Polytechnic?

LITERATURE REVIEW

Performance Management Theory (Performance Theory)

According to Armstrong, (2009) Performance management is a systematic process in the process of improving the performance of an organization through the development of individual and team performance within it. According to Hayat, (2018). Performance management is the utilization of resources and information in achieving organizational goals through clear and measurable processes. Performance management is a management style in managing performance-oriented resources that carries out an open and sustainable communication process by creating a shared vision and a strategic and integrated approach as a driving force for achieving organizational goals (Wibowo, 2018).

Employee Performance

Researchers have defined employee performance as well as highlighted the parameters that affect employee performance as follows. Performance comes from the word job performance or actual performance which means work performance or actual achievement achieved by someone. The definition of performance is the quality and quantity of work achieved by an employee in carrying out their functions according to the responsibilities given to them (Razak et al., 2018: 69).

In addition, Mensah (2018) supports their ideas when considering talent management as a critical success factor in a company that is the most core managerial value in our highly dynamic and uncertain market environment in the twenty-first century era. (Islami, Mulolli and Mustafa, 2018) recognizes performance management as a planned process where the key elements are agreement, measurement, support, feedback, and positive reinforcement, which shape outcomes in terms of performance expectations. According to Afandi's explanation (2018), performance leads to work.

Performance is the result of work that can be achieved by a person or group of people in a company in accordance with their respective authorities and responsibilities in an effort to achieve organizational goals illegally, does not violate the law and does not conflict with morals and ethics (Afandi, 2018). According to Ellinger (In Dahkoul, 2018) performance incorporates the results resulting from the actions employees take based on their expertise and skills. In organizational settings, employee performance is the result of the accumulation of the skills, efforts, and abilities of all employees that contribute to an increase in the productivity of an organization that leads to the achievement of its goals.

Servant leadership

Organizational development is greatly influenced by leadership; Servant leadership is a type of leadership in which this is done by prioritizing the needs of the people it leads above their own needs (Northouse, 2015). *Servant leadership* is a spiritual approach which means that leaders who are oriented towards servant leadership can be associated with actions such as service and being able to be a support for others (Eva, et al., 2019).

According to Hariyono and Andreani (2020) *servant leadership* is someone who is so concerned with growth and momentum in the lives of his followers, himself and his community, that he will prioritize these over personal ambition and his own preferences.

core purpose from *servant leadership* are leaders who serve must be able to reduce the concentration on their personal needs to be better (Greenleaf; Kaya & Karatepe, 2020). *Servant leadership* in a company can be developed by providing a comprehensive and emotional understanding and approach to subordinates in a job such as in a decision-making process that involves all parties, establishing positive relationships with employees so that miscommunication does not occur at work can lead to feelings of strong commitment in employees to the company (Ayuningtyas, et al., 2023).

Organizational Culture

Aycan, et al., (in Saad & Abbas, 2018) argues that organizational culture ultimately becomes a source of competitive advantage for the organization, because it influences people's commitment to work, both individual and collective learning processes and development capabilities, and it emerges from underlying assumptions, beliefs, norms, values and attitudes.

Culture in an organization is a system for sharing meaning that is carried out by all its members, this is a differentiator between one organization and another. (Robbins & Judge, 2019). Chaerudin (2019) states that organizational culture is a value or behavioral norm that is understood and accepted by members of the organization as a rule of behavior in the organization.

Function Organizational Culture in an organization it has various functions, namely determining boundaries and giving identity to members of the organization. These values and identities guide employees in their work behavior. Organizational culture is important in shaping the performance of human resources, a strong culture will show individual agreement within the company, this forms commitment, loyalty, and more individual involvement in the organization (Ben & Abbas, 2018).

Work Creative Behavior

Creativity is an ability to produce innovative and useful ideas (Robbins & Judges, 2019). In addition to human resource practices that focus on selecting and developing creative individuals, human resource practices can also contribute to employee creativity by developing a physical work environment that stimulates creativity. (Yang, Gu & Liu, 2019). Innovative capability as a company's ability to quickly use new methods, processes, products

and services in response to a changing business environment, thereby gaining performance advantages (Agyapong, et al., 2018).

According to Nyoman & Ardana (2020) innovative work behavior is an attitude of introducing, proposing and implementing new ideas, products and procedures into his work. This innovative work behavior is important for maintaining company competitiveness and increasing employee work productivity (Hammond in Widiastuti, 2020). To find out more about the definition of innovative work behavior, here are the views of several experts or sources regarding innovative work behavior.

Logical Relations Between Research Variables the Effect of Servant Leadership on Employee Performance

Servant leadership is the latest research in the field of leadership studies and has study guidelines that are classified as lacking in providing support for its philosophy (Wang et al., 2017). This study must be carried out in order to carry out investigations of the relationship of servant leadership on follower commitment and motivation towards the organization and levels of performance. In research conducted by Gaskova, (2020), it was found that there is a positive relationship between servant leadership and employee performance. Meanwhile Wang et al., (2017), gave a statement that the optimal leader is the success of an organization, group or even a nation.

The attitude of a leader who can develop interaction between the leader and his subordinates more intensively is likely to have a large influence in influencing all values, behavior and attitudes of his subordinates. Gaskova (2020) found that servant leadership has a positive impact which has implications for good employee performance results. Leaders who serve can attract and increase the trust of their employees in their superiors so that their performance can increase. Wang et al., (2017) in his research stated that Servant leadership has a significantly positive effect on employee performance. According to (Liden et al., 2014) in his research, servant leadership has a positive and significant influence on employee performance both individually and as a group.

Ajis et al., (2017) in their research stated that partially servant leadership influences employee performance. Similar to Putrawijaya et al., (2020) in his research he found that servant leadership made a positive contribution to employee performance. Based on this explanation, the hypothesis formulation can be given, namely:

H1: Servant leadership has a positive influence on employee performance.

The Influence of Organizational Culture on Employee Performance

Mohsen et al., (2020) in his research gave the result that organizational culture had positive results on employee performance and organizational productivity, where in his conclusion a positive relationship was found between organizational culture and the level of organizational productivity. Likewise research conducted by Akpa, et al., (2021) which gives the result that organizational culture has a real impact on the performance and productivity of its employees. The same thing was also found in research conducted by (Lolowang et al.,

2019)who found results that organizational culture has a positive influence on the performance of employees in Jayapura.

The results of Hadju & Adam's research (2019) show that organizational culture has an influence on employee performance. Research conducted by Wua, et al., (2022) states that organizational culture has a direct and significant influence on employee performance. Similarly, Kokiroba, et al., (2021) in his research stated that organizational culture has a positive and significant influence on employee performance. Based on this explanation, the hypothesis formulation is:

H2: Organizational culture has a positive influence on employee performance.

The Effect of Servant Leadership on Work creative behavior

Based on the studies conducted Yang, Gu & Liu, (2019)To examine the factors that influence the influence of servant leadership on employee creativity, it is known that servant leadership is positively related to employee creativity. Research conducted by (Samantha & Almalik, 2019)who carried out a study on the effect of innovation and employee creativity on employee performance, with a research sample of 41 printing industry employees in Tabanan district found that employee creativity had a positive and significant effect on employee performance.

Studies carried out (Aksoni, 2020)with the title "the influence of leadership on employee performance with creative work behavior as an intervening variable". The results found that leadership has an influence on employee performance. In research Yang, Gu & Liu, (2019)The results found that Servant leadership had a positive influence on work creative behavior, Krog & Govender (2015) argued that leadership with the Servant Leadership model became an attraction as a theory that was able and succeeded in capturing the effectiveness of employees in the work environment and made it possible to measure individual innovative behavior. In her research, Dewi & Indrawati (2017) stated that servant leadership has a positive influence on innovation implementation behavior. Triatmoko, et al., (2022) in their research shows that Servant Leadership has a positive and significant effect on Innovative Work Behavior. Based on this explanation, the hypothesis that is built is:

H3: Servant leadership has a positive effect on work creative behavior.

The Effect of Organizational Culture on Work Creative Behavior

As explained by Taha, et al., (2016) that organizational culture (organizational culture) includes a series of crucial meanings, such as attitudes, norms and beliefs shared by members of the organization simultaneously. Where in the end it was stated that organizational culture is a culture that is strong and included in the tools that are useful in providing direction to attitudes because it provides assistance to its employees to carry out their work more optimally. Organizational culture can be seen from how the organization empowers employees, team performance orientation, clarity of vision, direction and goals of

the organization. The stronger the organizational culture, the higher the employee's performance (Mekka et al., 2021).

From the research results Taha, et al., (2016) The result shows that organizational culture has a positive influence on work creative behavior. Furthermore, Julhanif (2020) states that organizational culture has a positive effect on innovative behavior. So is the case with research from (Gupta, 2011) and (Eskiler et al., 2016) which states that organizational culture affects the work creative behavior of employees. Based on this explanation, the hypothesis that is built is:

H4: Organizational culture has a positive effect on work creative behavior.

The Effect of Work Creative Behavior on Employee Performance

Research Shidiqi & Qureshi, (2016) provides that creative behavior can have an impact on improving employee performance. The more creative employees are in getting the latest ideas while working, the resulting performance will also increase. Shidiqi & Qureshi, (2016) showed that there is a positive relationship between creative behavior on improving employee performance.

Al Haddad, (2021) argues that creativity is an asset in the workplace that can help organizations grow and compete in an ever-changing world. When individuals are highly creative, they tend to be more capable and equipped to identify problems and opportunities, gather pertinent information, generate ideas to address problems, and evaluate these ideas. In his research, Al Haddad, (2021) found that work creative behavior has a significant positive effect on employee performance.

Syamsuri, (2022) in his research concluded that work creative behavior has a positive and significant effect on employee performance, as well as research from (Rasul Baharsyah and Nugrohoseno, 2021) which gives the result that work creative behavior gives positive and significant results on employee performance. Based on this explanation, the hypothesis that is built is:

H5: Work creative behavior has a positive influence on the performance of ASN education staff at the Indonesian State Maritime Polytechnic.

Research Framework

Based on the theoretical description above, to explain the basic thinking framework in this study is structured as follows:

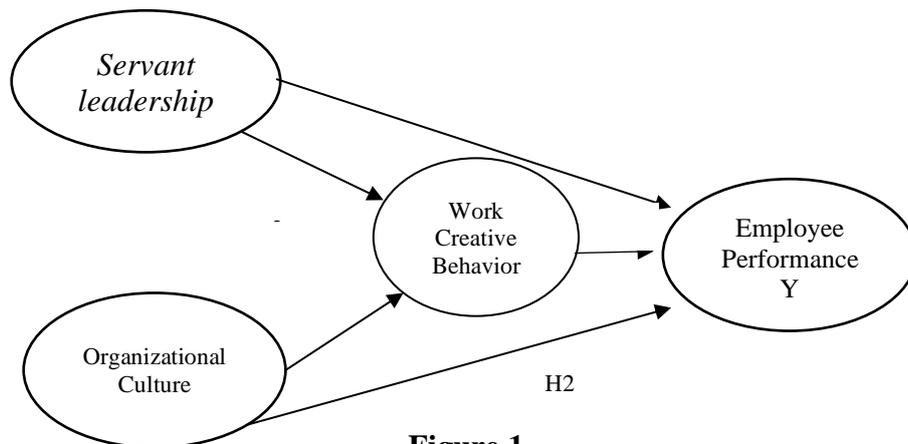


Figure 1

Theoretical Thinking Framework

Source: Taha et al., (2016); Wang et al., (2017); (Yang, Gu and Liu, 2019); Akpa et al., (2021); and Al Haddad, (2021)

METHOD

Research design

This study uses a quantitative method, where this method is used to examine certain populations or samples, data collection uses research instruments, data analysis is quantitative or statistical, the purpose of which is to test the hypotheses that have been set. (Sugiyono, 2018).

Population & Sample

The population in this study were educational staff employees with ASN status at the Indonesian State Maritime Polytechnic office, totaling 48 people.

Ghozali, (2018) stated that the sample is part of the selected population and represents that population. The sample from this study uses a probability sample where everyone has the same opportunity as others to be selected as a sample. Where according to Ferdinand, (2014) the probability sample is suitable for a relatively small population. The research sample is educational staff employees with ASN status totaling 48 people. So in this research using the census method in which the entire study population is taken.

Analysis Techniques

This study uses quantitative analysis techniques. Quantitative analysis is done by analyzing a problem that is embodied in quantitative terms. In this study, because the type of data used was qualitative data, quantitative analysis was carried out by quantifying the research data in the form of numbers using a ratio scale (ratio scale) and a 5-point Likert scale. The analytical tool used in this study is the Smart PLS (Partial Least Square) program.

RESULTS AND DISCUSSION

Overview of Respondents

Respondents in this study are 48 educational staff employees with ASN status at the Indonesian State Maritime Polytechnic. Following are the profiles of the respondents consisting of gender, age, education, years of service and employment status.

Table 2
Respondent Demographics

Demographics	Category	Frequency (F)	Percentage (%)
Gender	Man	35	72.92
	Woman	13	27.08
Age	<30 Years	4	8.33
	30-50 Years	40	83.33
	>50 Years	4	8.33
Level of education	SMA/SMK	13	27.08
	Diploma III	1	2.08
	Diploma III	7	14.58
	Diploma IV/Strata I	18	37.50
	Grade II	9	18.75
Years of service	1-5 Years	15	31.25
	6 - 10 Years	16	33.33
	11 - 15 Years	10	20.83
	16 - 20 Years	3	6.25
	> 20 Years	4	8.33
Employment status	civil servant	17	35.42
	PPPK	31	64.58

Source: Processed primary data, 2023

Based on the table above, the demographics of 48 ASN respondents, the results obtained were that 35 were male (72.92%), while 13 were female (27.08%). From these results, it can be seen that most of the respondents were male.

Respondent demographics based on age, it can be seen that out of 48 civil servants who were <30 years old, there were 4 people (8.33%), between 3-50 years old, 40 people (8.33%) and 4 people aged >50 years (8.33%). From these results, it can be seen that most of the respondents were aged between 30-50 years.

Demographics of respondents based on educational level, it can be seen that of the 48 ASNs who had the last education level of SMA/SMK, 13 people (27.08%), diploma I/II 1 person (2.08%), diploma III 7 people (14.58%), diploma IV/strata I 18 people (37.50%) and

strata II 9 people (18.75%). From these results, it can be seen that most of the respondents have the last diploma IV / strata I education.

Demographics of respondents based on years of service, it can be seen that out of 48 ASN people who have worked between 1-5 years as many as 15 people (31.25%), 6-10 years as many as 16 people (33.33%), 11-15 years as many as 10 people (20.83%), 16-20 years as many as 3 people (6.25%) and >20 years as many as 4 people (8.33%). From these results, it can be seen that most of the respondents have worked for between 6-10 years.

Demographics of respondents based on employment status, it can be seen that out of 48 ASNs, 17 people (35.42%) have PNS status and 31 people (64.58%) have PPPk status. From these results, it can be seen that the majority of respondents have PPPK employment status.

Measurement Model (Outer Model)

The measurement model or measurement model in the PLS SEM model is used to test whether the indicators used have good validity. Validity was assessed using convergent and discriminant validity. If the results are inconsistent with the measurement model determined previously, the measurement model must be specified again and re-analyzed.

Item Validity (Convergent Validity)

The validity of the item is assessed by looking at the loading factor. The results of the loading factor are presented in Table 3 below.

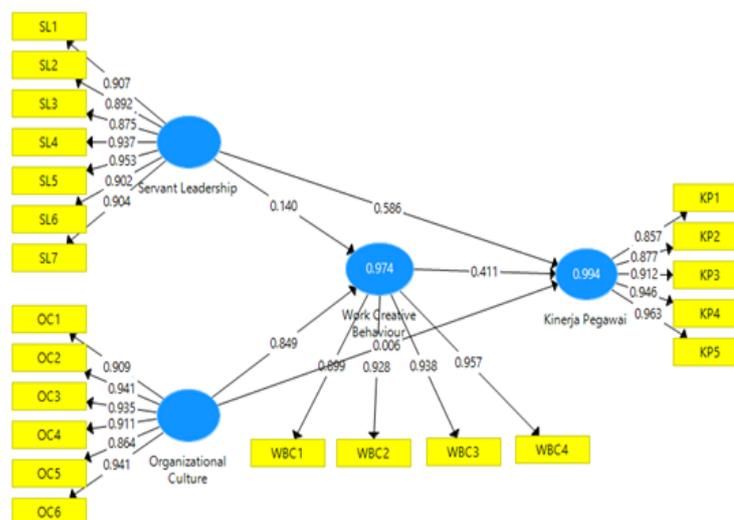


Figure 2 PLS results

Latent variables use reflexive items. Thus the strength of each construct needs to be tested as a form of measurement model. The results of the measurement model of this research model are presented in the loading factor table for the following outer loading.

Table 3
Loading Factor outer loading

Latent Variables	Indicator Items	Loading Factor	Decision
Servant Leadership	SL1	0.907	Valid
	SL2	0892	Valid
	SL3	0.875	Valid
	SL4	0937	Valid
	s15	0.953	Valid
	SL6	0.902	Valid
	SL7	0.904	Valid
Organizational Culture	OC1	0.909	Valid
	OC2	0941	Valid
	OC3	0.935	Valid
	OC4	0911	Valid
	OC5	0.864	Valid
	OC6	0941	Valid
Work Creative Behavior	WBC1	0.899	Valid
	WBC2	0.928	Valid
	WBC3	0.938	Valid
	WBC4	0.957	Valid
Employee Performance	KP1	0.857	Valid
	KP2	0.877	Valid
	KP3	0912	Valid
	KP4	0.946	Valid
	KP5	0963	Valid

The results of the analysis show that all items have a loading factor that has exceeded the recommended value of 0.70. This shows that each item has good convergent validity.

Discriminant Validity Assessment

Discriminant validity occurs when two different instruments that measure two constructs that are predicted to be uncorrelated produce scores that do not collaborate. And according to (Ghozali, 2018) the model has sufficient discriminant validity if the AVE root for each construct is greater than the correlation between the construct and the other constructs in the model. According to (Abdillah & Jogiyanto, 2015).

Table 4
Cross Loading

	Employee Performance	Organizational Culture	Servant Leadership	Work Creative Behavior
Employee Performance	0.952			
Organizational Culture	0.927	0.975		
Servant Leadership	0.933	0.919	0.950	
Work Creative Behavior	0.908	0.966	0.938	0.931

Based on the table above, the discriminant results with the Fornell-Larcker criterion show that the AVE root value of each construct or variable results from the AVE square root of each variable being greater than the correlation between two or more variable indicators in the model. Therefore, the variables in this study can be declared to have met the criteria of discriminant validity.

Reliability Analysis

Reliability analysis is presented in several sizes, namely composite reliability and Cronbach Alpha. The coefficient alpha or Cronbach's alpha and composite reliability are used to measure the level of reliability of the research variables. A measurement item is considered reliable if it has an alpha coefficient value greater than 0.7 (Abdillah, 2018). Based on the results of data processing, the following results are obtained.

Table 5
Reliability Test

Latent Variables	Cronbach Alpha	Composite Reliability	Information
Servant Leadership	0.965	0.971	Reliable
Organizational Culture	0.962	0.970	Reliable
Work Creative Behavior	0.948	0.963	Reliable
Employee Performance	0.949	0.961	Reliable

Based on the table above, it can be seen that all variables have Cronbach alpha values and composite reliability > 0.7, so this shows that the variable construct has good data reliability and can be declared reliable.

Structural Model (Inner Model)

The purpose of this stage is to test all the hypotheses proposed in this study in order to answer the research questions described. The causal structure model was assessed to test the effect among the constructs defined in the proposed model through the estimation of the coefficient of determination (R²), and the path coefficient.

These two R² values and the path coefficient (loading and significance) indicate how well the data supports the hypothesized model. In the theoretical model proposed discussed in Chapter 3, in this study, the underlying constructs are classified into two classes; exogenous constructs and endogenous constructs.

Determination Coefficient Assessment R²

The value of R² determines the predictive power of the model. SmartPLS 3.0 provides R² values for the dependent variable in the research model. The R² value measures the relationship of the latent variable (LV) in explaining the variance to the total variance. Table 6 shows the R² for each of the endogenous variables defined in the proposed theoretical model.

Table 6
R² value

	R Square
Work Creative Behavior	0.974
Employee Performance	0.994

Based on the table above, it can be seen that the rsquare value forwork creative behavior of 0.974 which is in the good structural category, this shows that 97.4% is the percentage of magnitudework creative behaviorwhich can be explained by servant leadership and organizational culture, while the remaining 2.6% is explained by other variables outside of this study.

Furthermore, the results of rsquare for employee performance are 0.994which is in the good structural category, this shows that 99.4% of the percentage of employee performance can be explained by servant leadership, organizational culture andwork creative behavior, while the remaining 0.6% is explained by other variables outside of this study.

Proposed Hypothesis Testing

Based on the results of data processing, the results obtained structural model (inner model), as follows.

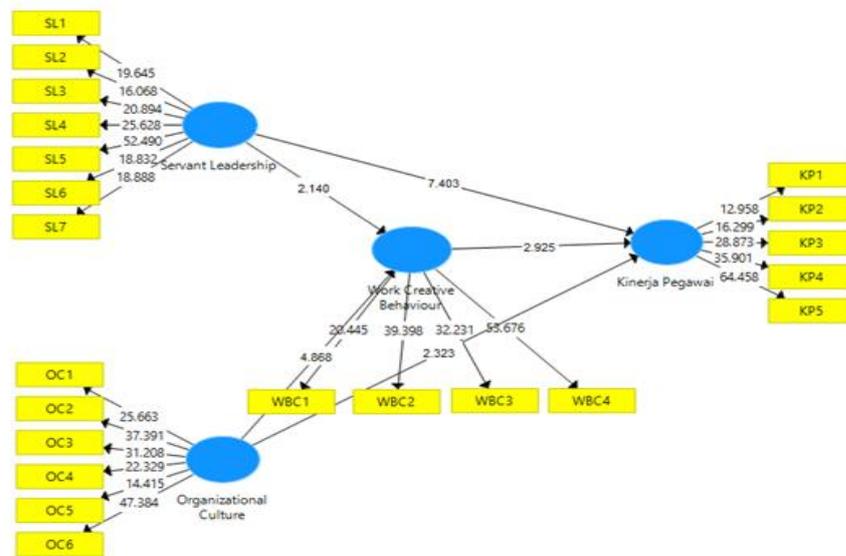


Figure 3
Results of research models

The results of the path coefficient test of the model tested are based on the results of the PLS analysis from the SmartPLS software. Presented in Table 7 below

Table 7

Hypothesis test

hypothesis	Structural	Original Sample	t-statistics	Sig (Pvalue)	Information
H1	Servant Leadership -> Employee Performance	0.586	7,403	0.000	Accepted
H2	Organizational Culture -> Employee Performance	0.306	2,323	0.003	Accepted
H3	Servant Leadership -> Work Creative Behavior	0.260	2,140	0.006	Accepted
H4	Organizational Culture -> Work Creative Behavior	0.849	4,868	0.000	Accepted
H5	Work Creative Behavior ->	0.411	2,925	0.002	Accepted

	Employee Performance				
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Table 8
Hypothesis test (*Path Coefficient*) (Indirect Effect)

hypothesis	Structural	Original Sample	t-statistics	Sig (Pvalue)	Information
H6	Servant Leadership -> Work Creative Behavior -> Employee Performance	0.180	2033	0.012	Accepted
H7	Organizational Culture -> Work Creative Behavior -> Employee Performance	0.349	2,371	0.009	Accepted

Source: Processed Primary Data, 2023

The results of hypothesis testing show the results of t-statistics (tcount) > ttable and significance < 0.05, so that Ho is rejected, and Ha is accepted. This shows that work creative behavior is an intervening variable that can mediate the influence of the independent variables servant leadership and organizational culture on the dependent variable of employee performance at the Indonesian State Maritime Polytechnic.

The Effect of Servant Leadership on Employee Performance

The results of this study indicate that servant leadership has a significant positive effect on employee performance at the Indonesian State Maritime Polytechnic. This is evidenced by the original sample yield value of 0.586, the t-statistic value (tcount) of 7.403 (7.403 > 2.012) and a significance (pvalue) of 0.000 < 0.05. The results of this study support previous research conducted by Liden et al., (2014) that there is a positive and significant influence between servant leadership on employee performance. *Servant leadership* is the right leadership model to be used in organizations now and in the future. Servant leadership is a leadership attitude that can develop interactions between leaders and subordinates more intensively with the possibility of having a large influence in influencing all values, behaviors and attitudes of their subordinates. Servant leadership can give its employees great freedom to work, this can be done, because servant leadership fulfills physical, spiritual, emotional needs, and creates a better quality of life for the organization (Setyaningrum et al., 2017). *Servant Leadership* focuses on how a leader can serve his followers. Leaders who

apply servant leadership will build trust, a sense of fairness, and sympathy from employees. An open, caring, visionary, objective, and wise attitude of a servant leader will influence employees to improve performance (Sapengga, 2016)

The Influence of Organizational Culture on Employee Performance.

The results of this study indicate that *organizational culture* significant positive effect on employee performance at the Indonesian State Maritime Polytechnic. This is evidenced by the original sample yield value of 0.306, the t-statistic value (tcount) of 2.323 ($2.323 > 2.012$) and a significance (pvalue) of $0.003 < 0.05$. The results of this study support previous research conducted by Alhaddad, (2021), Ali Taha, Sirková and Ferencová, (2016), that there is a positive and significant effect between *organizational culture* on employee performance. A company needs a reference, so that employees can be empowered optimally. This reference can be manifested in the form of an organizational culture that systematically guides employees to increase their work commitment to the company and ultimately improve the company's performance. Organizational culture will be the basis of understanding for all members of the company in behaving and acting in accordance with organizational values. Good and conducive organizational culture is very important in encouraging employee performance levels (Syafii, 2023). A strong organizational culture supports company goals, whereas a weak or negative organizational culture hinders or conflicts with company goals. Companies that have a strong organizational culture, shared values are usually deeply understood, embraced and fought for by people in the company. Because, a strong and positive organizational culture greatly influences behavior, work patterns, the effectiveness of employee performance, and the perception of company customers.

The Effect of Servant Leadership on Work Creative Behavior

The results of this study indicate that *servant leadership* significant positive effect on work creative behavior at the Indonesian State Maritime Polytechnic. This is evidenced by the original sample yield value of 0.260, the t-statistic value (tcount) of 2.140 ($2.140 > 2.012$) and a significance (pvalue) of $0.006 < 0.05$. The results of this study support previous research conducted by (Liden et al., 2014), (Eva et al., 2019) that there is a positive and significant influence between *servant leadership* on work creative behavior. Leadership with the role of servant leadership is of interest as a theory that is able and successful in capturing the effectiveness of employees in the work environment and it is possible to measure individual innovative behavior (Krog & Govender (2015). Extra-role behavior or organizational citizenship behavior of members of the organization is shown well, so the effectiveness of the role of a leader is needed (Isa, 2016). Leadership as an integral part of organizational effectiveness, the quality of leaders is often regarded as the most important factor determining the success or failure of an organization. An effective leader makes a company leader must be able to influence all members of the organization he leads in positive ways to achieve organizational goals. To become an effective leader, a person must

be able to influence all the members he leads through positive ways of communicating, especially the servant leadership style that is applied (Putu Agung Pratama Sandra, 2018). When leaders provide service, Employee-centered leadership behavior (bottom-up) with an orientation towards serving others will increase the ability and desire of employees to work innovatively. Leaders who work by serving will help employees work to achieve organizational goals. Employees who get support from leaders in innovative behavior will be more expressive and have high performance in carrying out innovations.

The Influence of Organizational Culture on Work Creative Behavior

The results of this study indicate that organizational culture significant positive effect on work creative behavior at the Indonesian State Maritime Polytechnic. This is evidenced by the value of the original sample results of 0.849, the value of t-statistics (tcount) is equal to 4.868 ($4.868 > 2.012$) and significance (pvalue) $0.000 < 0.05$. The results of this study support previous research conducted by (Gupta, 2011), (Eskiler et al., 2016) that there is a positive and significant influence between *organizational culture* on work creative behavior. Organizational culture includes a series of crucial meanings, such as attitudes, norms and beliefs shared by members of the organization simultaneously. Where in the end it was stated that organizational culture is a culture that is strong and included in the tools that are useful in providing direction to attitudes because it provides assistance to its employees to carry out their work more optimally. Organizational culture can be seen from how the organization empowers employees, team performance orientation, clarity of vision, direction and goals of the organization. The stronger the organizational culture, the higher the employee's performance (Mekka et al., 2021).

Organizational culture or climate is an opportunity to build human resources through aspects of changing attitudes and behavior, which are expected to be able to adapt to ongoing and future challenges (Manik and Megawai, 2009). Organizational climate is an invisible social force that can move people in an organization to carry out work activities. A strong organizational climate supports company goals.

The Effect of Work Creative Behavior on Employee Performance

The results of this study indicate that *work creative behavior* significant positive effect on employee performance at the Indonesian State Maritime Polytechnic. This is evidenced by the value of the original sample results of 0.411, the value of t-statistics (tcount) is equal to 2.925 ($2.925 > 2.012$) and significance (pvalue) $0.002 < 0.05$. The results of this study support previous research conducted by (Alhaddad, 2021), (Siddiqi and Qureshi, 2016) that there is a positive and significant influence between *work creative behavior* on employee performance. Al Haddad, (2021) argues that creativity is an asset in the workplace that can help organizations grow and compete in an ever-changing world. When individuals are highly creative, they tend to be more capable and equipped to identify problems and opportunities, gather pertinent information, generate ideas to address problems, and evaluate these ideas. Creativity is an asset in the workplace that can help organizations grow and compete in an

ever-changing world. When individuals are highly creative, they tend to be more capable and equipped to identify problems and opportunities, gather pertinent information, generate ideas to overcome problems, and evaluate these ideas (Al Haddad, (2021). In this conceptual component, there are 3 components that are essential for creativity, namely domain-relevant skills or abilities relevant to creativity, creative thinking or creative thinking and motivation in doing tasks. (Tri Puji Astuti, 2019).

The Effect of Servant Leadership on Employee Performance mediated by Work Creative Behavior

The results of this study indicate that work creative behavior can mediate the influence of servant leadership on employee performance. This is evidenced by the value of the original sample indirect effect obtained by 0.180, the t-statistical value (tcount) is 2.033 ($2.033 > 2.012$) and the significance (pvalue) is $0.012 < 0.05$. The servant leader is a service-first leader, starting with a person's natural feeling of wanting to serve and to put service first. Furthermore, consciously, this choice brings aspirations and encouragement in leading others. This difference is evident from the attitude carried by the waiter, first is to feel confident that the highest needs of others are met. The main goal of a servant leader is to serve and meet the needs of others, that is optimally should be the main motivation for leadership (Russell & Stone, 2013).

Work creative behavior, can create a sense of employee confidence to behave creatively. That way it is hoped that it will produce employees who have a creative soul so they will be able to improve their performance at work. work creative behavior is a belief in one's individual ability to create creative results. Forming creative abilities can be done because of one's own abilities and the environment. Creative self-efficacy is able to increase employee confidence and self-confidence to add insight and information in completing work (Darmadi, 2022).

The Influence of Organizational Culture on Employee Performance mediated by Work Creative Behavior

The results of this study indicate that work creative behavior can mediate the effect of organizational culture on employee performance. This is evidenced by the value of the original sample indirect effect obtained by 0.349, the t-statistic value (tcount) is 2.371 ($2.371 > 2.012$) and the significance (pvalue) is $0.009 < 0.05$. The results of this study indicate that a well-managed organizational culture will guide employees in their work and can motivate them to improve themselves, have high job satisfaction, and directly improve their performance. Employees who have a good perception of the company's organizational culture. Employees realize that the values in it benefit them to continue working under the rules that have been set. Indirectly strengthens employee commitment to continue working and achieving (Wua, 2022).

CONCLUSIONS

These results can be explained as follows:

1. Hypothesis 1 is accepted, the results of this study indicate that the better servant leadership, the performance of employees will be better too. So that the servant leadership model can be a reference for leaders in organizations both now and in the future.
2. Hypothesis 2 is accepted, the results of this study indicate that the better organizational culture, the better the performance of employees. So that the organization is expected to be able to formulate, implement and manage a good and strong organizational culture.
3. Hypothesis 3 is accepted, the results of this study show that the better Servant leadership will increase employee work creative behavior. So that future organizational leaders can apply the servant leadership role model to increase employee creativity so that it is hoped that with increased creativity various innovations will emerge that will be beneficial for organizational progress.
4. Hypothesis 4 is accepted, the results of this study indicate that A good organizational culture will stimulate employee work creative behavior. With work creative behavior of employees, it will benefit the organization in increasing the predetermined organizational targets.
5. Hypothesis 5 is accepted, the results of this study indicate that the more employees have work creative behavior will improve employee performance. Employees who work creatively will make it easier for the organization to face the challenges of change in the future
6. Work creative behavior is an intervening variable that can mediate the influence of servant leadership and organizational culture on the performance of ASN educational staff at the Indonesian State Maritime Polytechnic

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ANALYSIS OF THE EFFECT OF SERVANT LEADERSHIP AND ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE WITH WORK CREATIVE BEHAVIOR AS AN INTERVENING ...

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