

The Effect of Motivation, Work Environment And Human Resources Development on Employee Performance Through Servant Leadership as A Mediation at PT. Indospring Tbk

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Abstract

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Business competition in every company requires companies or organizations to create high-quality employee performance in order to develop the organization. Work motivation is very important because with work motivation, employees will be more enthusiastic in carrying out the tasks given and can improve employee performance. To further clarify the cause of the decline in employee performance, researchers see that there is work motivation that affects the decline in employee performance at PT Indospring Tbk. Indications of decreased motivation can be seen from the fairly high level of employee absenteeism. This study is about the effect of Motivation (X1), Work Environment (X2), and HR Development (X3) on Employee Performance (Y) through Servant Leadership (Z) as a mediating variable at PT Indospring Tbk. This quantitative method is applied to evaluate large populations or samples. the results of the data analysis that have been described are .Motivation has a positive and significant effect on Employee Performance, the Work Environment does not have a significant effect on Employee Performance, HR Development does not have a significant effect on Employee Performance, Motivation has a positive and significant effect on Servant Leadership, Work Environment has a positive and significant influence on Servant Leadership, Human Resource Development has a positive and significant influence on Servant Leadership, Servant Leadership has a positive and significant influence on Employee Performance, Motivation has a positive and significant influence on Employee Performance through Servant Leadership, Work Environment has a positive and significant influence on Employee Performance through Servant Leadership, Human Resource Development has a positive and significant influence on Employee Performance through Servant Leadership.

Keywords: *Motivation, Employee, Development and Performance*

INTRODUCTION

In the current development of globalization, many companies are required to be able to maximize employee performance. This means that companies must be able to analyze factors that can affect employee performance. In overcoming this, human resources (HR) are the most important thing that must be considered for its development because having good and professional HR will greatly help in maximizing performance in a company. Human Resources (HR) is a factor that greatly influences the improvement or decline of a company in achieving its goals (Hariyono & Andreani, 2020). Human resource management is an activity that regulates how to procure workers, carry out development, provide compensation, maintenance, and separation of workers

through management processes in order to achieve organizational goals. Hasibuan (2016) explains that the definition of human resource management is the science and art of regulating the relationship and role of workers so that they are effective and efficient in helping to realize the goals of the company, employees, and society (Soelistya et al., 2021).

This leadership style is often an obstacle for employees in carrying out their daily tasks and activities. Based on the results of observations of several employees, leadership at PT Indospring Tbk is still less than optimal, such as company leaders not providing enough direction to employees. PT Indospring Tbk employees need a leader who is willing to listen to what employees complain and have difficulties with at work. Another problem with Servant leadership is that the leader is rarely in the office so that the work done by employees is not supervised and has an impact on employee performance. Based on research conducted by Octaviani (2022) and Zarkani & Lubis (2022), it was stated that Servant leadership has a positive and significant effect on employee performance. Meanwhile, Resta & Endratno (2023) stated that Servant leadership does not have a significant effect on employee performance. Problems in recruitment are often found that employees are found to not have a significant understanding of the work they do. This problem can be handled by improving human resources which can be done by developing HR, this development is mandatory for companies that aim for HR to have competence, both in terms of skills, knowledge, attitudes, and also personalities that are always in line with developments, needs, and demands of the times (Furqan & Siregar, 2022). HR development can be interpreted as an activity carried out by a company or organization within a certain time to improve the skills and expertise of its human resources in the organization and ultimately increase the productivity of the organization and the development of these human resources can give rise to changes in employee attitudes for the better (Dimbau et al., 2021).

From the above phenomenon, it can be seen that there is motivation that is not given properly and does not meet the expectations of employees, resulting in a decrease in employee work enthusiasm. The work environment is still inadequate and there is a lack of communication between leaders and fellow co-workers. The servant leadership factor from employees who need leaders who are able to direct and explain what the employee's targets are. Based on the explanation of the background that has been presented, researchers are interested in conducting more in-depth research on "The Influence of Motivation, Work Environment, and HR Development on Employee Performance with the Mediation of Servant Leadership at PT Indospring Tbk".

METHODS

This study is about the influence of Motivation (X1), Work Environment (X2), and Human Resource Development (X3) on Employee Performance (Y) through Servant Leadership (Z) as a

mediating variable at PT Indospring Tbk. This quantitative method is applied to evaluate large populations or samples, collect data using research instruments, and analyze data using quantitative or statistical techniques, and draw conclusions based on previously formed hypotheses (Sugiyono, 2021: 15).

RESULTS AND DISCUSSION

Motivation (X1) on Employee Performance (Y)

Hypothesis of the influence between Motivation (X1) on Employee Performance (Y). The result of the Original sample 0.377 is positive because it is above zero and below one, the t statistic value is greater than the t table ($t_{stat} > 1.960$) which is 5.958 and the P-Values value is 0.000 less than 0.05 so that it is stated that Motivation (X1) has a significant influence on Employee Performance (Y), meaning that the better Motivation (X1) will have a significant effect on the better Employee Performance (Y). The lowest mean average is 4.19 on the Rewards indicator in variable X1.8 with the criteria agreeing that the Leader provides Allowances to employees. Meanwhile, the highest mean average is 4.38 on the Work Facilities indicator in variable X1.8 with the criteria strongly agreeing that the Facilities provided are in accordance with the needs to support employee performance.

Work Environment (X2) on Employee Performance (Y)

The hypothesis of the influence between Work Environment (X2) on Employee Performance (Y) produced an original sample value of 0.057 which is positive because it is above zero and below one, the T statistic value of 0.727, the results indicate that the t statistic value is smaller than the t table ($t_{stat} < 1.960$) and P-values of 0.467, the value is more than 0.05 so that it is stated that Work Environment (X2) does not have a significant influence on Employee Performance (Y), meaning that the better the Work Environment (X2) will not have a significant effect on the better Employee Performance (Y). The lowest mean average is 4.16 on the Communication indicator in the X2.14 variable with the criteria agreeing that Employees get the information needed for work. The highest average mean is 4.30 for the Work Relationship indicator and the Inter-Team Relationship indicator in variable X2.8 with the criteria of strongly agreeing that Inter-Team Relationships in the workplace are very conducive, variable X2.13 with the criteria of strongly agreeing that Inter-Team Communication runs smoothly, and variable X2.15 with the criteria of strongly agreeing that the leadership is open to discussing input from employees.

Human Resource Development (X3) on Employee Performance (Y)

The hypothesis of the influence between Human Resource Development (X3) on Employee Performance (Y) obtained the Original value of 0.010 is positive because it is above zero and below

one, the t statistic value of 0.330 is smaller than the t table ($t_{stat} < 1.960$) and P-values of 0.741 are more than 0.05 so that it is stated that Human Resource Development (X3) has no significant influence on Employee Performance (Y), meaning that the better Human Resource Development (X3) will not have a significant effect on the better Employee Performance (Y). The lowest mean average is 3.90 on the Skills indicator in variable X3.9 with the criteria agreeing that Continuous Training Programs can develop new skills. While the highest mean average is 4.08 on the Motivation indicator in variable X3.1 with the criteria agreeing that Employees have the motivation to follow training programs provided by the company

Motivation (X1) on Servant Leadership (Z)

The hypothesis of the influence between Motivation (X1) on Servant Leadership (Z) obtained an Original value of 0.512 which is positive because it is above zero and below one, the t statistic value of 6.474 is greater than the t table ($t_{stat} > 1.960$) and P-values of 0.000 are less than 0.05 so that it is stated that Motivation (X1) has a positive and significant influence on Servant Leadership (Z), meaning that the better Motivation (X1) will have a significant effect on the better Servant Leadership (Z). The lowest mean average is 4.19 on the Reward indicator in variable X1.8 with the criteria agreeing that the Leader provides Allowances to employees. Meanwhile, the highest mean average is 4.38 on the Work Facilities indicator in variable X1.8 with the criteria strongly agreeing that the Facilities provided are in accordance with the needs to support employee performance.

Work Environment (X2) on Servant Leadership (Z)

The hypothesis of the influence between Work Environment (X2) on Servant Leadership (Z) obtained the Original sample value of 0.302 which is positive because the value is above zero and below one, the T statistic value of 3.616 is greater than the t table ($t_{stat} > 1.960$) and P-Values of 0.000 are less than 0.05 so that it is stated that Work Environment (X2) has a positive and significant influence on Servant Leadership (Z), meaning that the better the Work Environment (X2) will have a significant effect on the better Servant Leadership (Z). The lowest mean average is 4.16 on the Communication indicator in the variable X2.14 with the criteria agreeing that Employees get the information needed for work. The highest average mean is 4.30 on the Work Relationship indicator and the Inter-Team Relationship indicator in variable X2.8 with the criteria of strongly agreeing that Inter-Team Relationships in the workplace are very Conducive, variable X2.13 with the criteria of strongly agreeing that Inter-Team Communication runs smoothly, and variable X2.15 with the criteria of strongly agreeing that the Leadership is open to discussing input from employees.

Human Resource Development (X3) on Servant Leadership (Z)

The hypothesis of the influence between Human Resource Development (X3) on Servant Leadership (Z) obtained the Original sample value of 0.205 which is positive because the value is above zero and below one, the T statistic value of 3.271 is greater than the t table ($t_{stat} > 1.960$) and P-Values of 0.001 are less than 0.05 so that it is stated that Human Resource Development (X3) has a positive and significant influence on Servant Leadership (Z), meaning that the better Human Resource Development (X3) will have a significant effect on the better Servant Leadership (Z). The lowest mean average is 3.90 on the Skills indicator in variable X3.9 with the criteria agreeing that Continuous Training Programs can develop new skills. While the highest mean average is 4.08 on the Motivation indicator in variable X3.1 with the criteria agreeing that Employees have the motivation to follow training programs provided by the company.

Servant Leadership (Z) on Employee Performance (Y)

The hypothesis of the influence between Servant Leadership (Z) on Employee Performance (Y) obtained the results of the Original sample 0.572 with a positive value because the value is above zero and below one, the T statistic value of 7.663 is greater than the t table ($t_{stat} > 1.960$) and P-Values of 0.000 are less than 0.05. So it is stated that Servant Leadership (Z) has a significant influence on Employee Performance (Y), meaning that the better Servant Leadership (Z) will have a significant effect on the better Employee Performance (Y). The lowest mean average is 4.18 on the Vision indicator in variable Z.6 with the criteria agree that the Leader consistently reminds about the company's goals. While the highest mean average is 4.46 on the Humility indicator in variable Z.9 with the criteria strongly agree that the Leader appreciates the contribution of each team member.

Motivation (X1) on Employee Performance (Y) Through Servant Leadership (Z) Mediation

The hypothesis of the influence of Motivation (X1) on Employee Performance (Y) through Servant Leadership (Z) obtained the results of the Original sample 0.293 with a positive value because the value is above zero and below one, the T statistic value is 5.277 and the P-value is 0.000. Based on these results, the t statistic value is greater than the t table ($t_{stat} > 1.960$), and the P-value is less than 0.05, so there is a positive and significant influence. So it is stated that Motivation (X1) has a positive and significant influence on Employee Performance (Y) through Servant Leadership (Z). Based on the results of the H1 value of the direct influence of motivation on employee performance, the T-statistic value is 5.958, when compared to the results of the H8 value of the influence through Servant Leadership mediation, the T-statistic value is 7.663 which means it is greater, so this indicates the existence of a partial mediation effect.

Work Environment (X2) on Employee Performance (Y) as a Mediation of Servant Leadership (Z)

The hypothesis of the influence of the Work Environment (X2) on Employee Performance (Y) through Servant Leadership (Z) obtained the results of the Original sample 0.173 with a positive value because the value is above zero and below one, the T statistic value is 3.170 and the P-values are 0.002. Based on these results, the t statistic value is greater than the t table ($t_{start} > 1.960$), and the P-values are less than 0.05, so there is a positive and significant influence. So it is stated that the Work Environment (X2) has a positive and significant influence on Employee Performance (Y) through Servant Leadership (Z). Based on the results of the H2 value of the direct influence of the Work Environment on employee performance, the T-statistic value is 0.727, when compared to the results of the H9 value of the influence through Servant Leadership mediation, the T-statistic value is 3.170 which means it is greater, so this indicates the existence of a partial mediation effect.

Human Resource Development (X3) on Employee Performance (Y) as Mediation of Servant Leadership (Z)

The hypothesis of the influence of Human Resource Development (X3) on Employee Performance (Y) through Servant Leadership (Z) obtained the results of the Original sample 0.117 with a positive value because the value is above zero and below one, the T statistic value is 2.937 and the P-values are 0.003. Based on these results, the t statistic value is greater than the t table ($t_{start} > 1.960$), and the P-values are less than 0.05, so there is a positive and significant influence. So it is stated that Human Resource Development (X3) has a positive and significant influence on Employee Performance (Y) through Servant Leadership (Z). Based on the results of the H3 value of the direct influence of Human Resource Development on employee performance, the T-statistic value is 0.330, when compared to the results of the H10 value of the influence through Servant Leadership mediation, the T-statistic value is 2.937 which means it is greater, so this indicates the existence of a partial mediation effect

CONCLUSION

Based on the results of the data analysis that has been described, the following conclusions can be drawn:

1. Motivation has a positive and significant influence on Employee Performance.
2. The Work Environment does not have a significant influence on Employee Performance.
3. Human Resource Development does not have a significant influence on Employee Performance.

4. Motivation has a positive and significant influence on Servant Leadership.
5. The Work Environment has a positive and significant influence on Servant Leadership.
6. Human Resource Development has a positive and significant influence on Servant Leadership.
7. Servant Leadership has a positive and significant influence on Employee Performance.
8. Motivation has a positive and significant influence on Employee Performance through Servant Leadership. Based on the H1 value of 5.958, when compared to the H8 value of 7.663 which means it is greater, this indicates a partial mediation effect.
9. The Work Environment has a positive and significant influence on Employee Performance through Servant Leadership. Based on the H2 value of 0.727, when compared to the H9 value of 3.170 which means it is greater, this indicates a partial mediation effect.
10. Human Resource Development has a positive and significant effect on Employee Performance through Servant Leadership. Based on the H3 value of 0.330, when compared to the H10 value of 2.937 which means it is greater, this indicates a partial mediation effect.

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