

**MODERATE EFFECT OF MOTIVATION ON THE EFFECT OF SERVANT LEADERSHIP ON PERFORMANCE OF AGRICULTURAL SERVICES IN TABANAN DISTRICT**

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**ABSTRACT**

This study aims to analyze the moderating effect of motivation on the effect of servant leadership on employee performance. This research was conducted at the Tabanan Regency Agriculture Office with a total sample of 53 respondents. The results of the analysis show that servant leadership has a positive and significant effect on employee performance. Motivation also has a positive and significant effect on employee performance. Motivation is proven to moderate the influence of servant leadership on employee performance in a positive and significant way. These results indicate that servant leadership strengthens motivation so as to encourage better employee performance. In an effort to encourage better performance, leaders must show more compassion for subordinates, give awards to employees who excel to be more enthusiastic at work and motivated in carrying out their work.

**Keyword:** Servant Leadership, Motivation, Performance.

**1. INTRODUCTION**

Improved performance in an organization is also strongly influenced by motivation. Performance is the appearance of the employee's work itself and the level of employee potential in an effort to develop themselves for the benefit of the company and organization (Martoyo, 2000; 92). To achieve good performance is a job that requires time and a long process.

The performance of contract employees in the performance appraisal organization is very useful for assessing the quality, quantity and efficiency of services. performance with regard to activities, tasks, programs or missions carried out by government organizations. Performance is also a term used to measure the output or results of an organization. Employee performance according to Perry in Cokroaminoto (2007) will refer to the effectiveness of the employee's work, where it will involve expectations to achieve the best results in accordance with policy objectives.

Quality of Work is the quality of work achieved based on the terms of suitability and readiness. The distribution of manpower is an arrangement in HR management according to the theory according to Marwansyah (2010: 3), human resource management can be interpreted as the utilization of human resources within the organization, which is carried out through the functions of human resource planning, recruitment and selection, resource development human resources, career planning and development, compensation and welfare, occupational safety and health, and industrial relations. Quantity of Work is the amount of work done in a specified period. In the management process, the quantity of work is the result of performance. Work Completion Time,

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namely awareness to be trusted in terms of attendance and completion of work. Cooperation is the willingness to cooperate with other people or fellow members of the organization. Team work is the most important thing in completing work. Creativity is the originality of the ideas that arise and actions to solve the problems that arise. Every individual actually has the potential to be creative, in various forms. However, to further optimize and develop creativity further, it is necessary to play a role in the environment to stimulate and further develop existing creativity.

Creativity and innovation are not only from a person's or group's ideas, but to realize even though it is small or large something new will emerge, at any time or at any time if you understand the strategies and tactics of these ideas and which will turn them into an innovation and creativity that makes a name for yourself. both the individual and the group.

Judging from the time of completion of work, because the work system of contract employees has been divided according to their respective tupoksi, meaning that the contract employees here have a share in the work even though they are not fully responsible for the work, this is because of their different status. only assist civil servants in completing the work. In addition, the distribution of personnel, the implementation of activities and the timing of activities in each section are different. This is because the number of civil servants and contract employees is not appropriate or too many, not proportional to the existing routine and non-routine activities.

Apart from improving performance, leaders also have a strategic role in influencing the organization's ability to achieve its goals and become one of the keys to the success of an organization. In leadership, a leader must unite the various skills, experiences, personalities, and motivations of each individual he leads. But it is different with Servant Leadership, which emphasizes the ability of a leader to provide services and from his service can have a positive influence on its members without any fear or reluctance.

Servant leadership is a leadership style that prioritizes service in the sense that it focuses on providing services to others by synergizing with subordinates at work, then a sense of togetherness is introduced to subordinates to be able to share with each other when making organizational decisions (Spears, 2010). Northouse (2013) argues that servant leadership focuses on making leaders more sensitive and attentive to the problems their subordinates have, having empathy and being able to develop them in a better direction. Servant leadership is very much needed by public institutions because in accordance with the vision and mission of public organizations as public servants, especially stakeholders and leaders can create visions, update attitudes, norms or values and behavior, as well as opinions and so on (Mulyadi, 2015). Liden et al. (2008) identified 7 (seven) leadership behaviors that serve to develop and prove servant leadership measures, including: (1) forming concepts; (2) restore emotions; (3) prioritize followers; (4) helping followers grow and succeed; (5) behave ethically; (6) empowering; and (7) creating value for society.

Leadership that has a service spirit (Servant Leadership) can actually start from within the person, this is because true leadership starts from within and then moves outward to serve those they lead (Neuschel, 2008). The main goal of a servant leader is to serve and meet the needs of others, which optimally should be the main motivation for leadership (Russell & Stone, 2002:11). Leaders who serve in the end will develop individual attitudes around them in the hope of having the same attitude to serve well. Roger Meller, et al (2018) stated that servant leadership has a positive and significant effect on organizational performance, Muhammad Aji (2015) proves that servant leadership has a positive and significant effect on performance. Northouse (2013) also suggests

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that servant leadership has a positive effect on followers and their performance. Harwika (2013), and Harianto et al (2014) found that servant leadership has a significant effect on employee performance. With the leadership style expected by all employees, indirectly employees will be more enthusiastic and disciplined in carrying out any work assigned by the leadership.

Effective employee development cannot be separated from employee motivation. Robbins & Judge (2015:117) defines motivation as a process that helps determine the intensity, direction, and persistence of individuals in an effort to achieve goals. Motivation as a process that starts from strength in terms of physiological and psychological or needs that result in behavior or encouragement aimed at a goal or incentive (Mangkunegara, 2007: 51). In order to achieve organizational goals, employees need motivation to work more diligently, so that their performance will be further improved.

Several researchers have tested the relationship between motivation and employee performance, among others, Dudung and Reni (2012) stated that motivation is able to moderate the relationship of leadership to improving employee performance. Gory Schwarz (2017) found that motivation moderates the influence of servant leadership on employee performance. Muttaqin (2015) proves that motivation strengthens the relationship of leadership to improving employee performance. Nurdiana Eka Putri (2015), states that motivation has a positive and significant effect on employee performance. With high motivation, employees will work harder in carrying out their work. On the other hand, with low motivation, employees do not have the enthusiasm to work, give up easily, and have difficulty in completing their work. Indah and Jacob (2014) the effect of motivation on performance shows the same result that the relationship between leadership and employee performance shows a positive and significant relationship which is strengthened by the role of motivation. Phong Thanh Nguyen (2020) states in his research that motivation has a positive and significant effect on employee performance, Noack (2011) proves that motivation has a positive role in improving employee performance. The same thing is also proven by Andrew (2014) in his research stating that motivation as an encouragement has a positive influence in improving employee performance.

The concrete impact if the changes offered are felt factually by subordinates, it will have an increasing impact on the morale and morale of subordinates at all levels of the company (Baskoro, 2014). It will continuously contribute to the productivity of the company itself. Subordinates or workers will realize that they are getting proper treatment from their superiors, then performance will increase according to changes in leader behavior followed by subordinates or employees in stages at all levels of the company (Wibowo, 2013).

## **2. LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT**

Muhammad Aji (2015) proves that servant leadership has a positive and significant effect on performance. Tri Ludi Harianto (2014) stated that Servant Leadership has a positive and significant effect on employee performance. Adamu Ahmed Girei (2015) explains that servant leadership has a positive and significant effect on performance. Ali Muhtasom (2017) proves that servant leadership has a positive and significant effect on employee performance. Retno Purwani Setyaningrum (2017) states that servant leadership has an effect on employee performance. And Wiwiek Harwika (2013) in his research proves that servant leadership has a significant effect on performance.

H1 Servant leadership has a positive and significant effect on the performance of contract

employees.

Parinussa (2011) that motivation is defined as an attitude (attitude) of leaders and employees towards work situations in their organizational environment. Sahat (2013) every increase in employee motivation will provide a very significant increase for improving employee performance in carrying out their work. Idah and Jacob (2014) mention that there is one factor that affects performance, namely the motivation factor, where motivation is a condition that moves a person to try to achieve goals or achieve the desired results.

Several researchers have tested the positive relationship between motivation and employee performance, Novia Lorensa (2020) proves that motivation has a positive and significant effect on employee performance. Nurdiana Eka Putri (2015) states that motivation has a positive and significant effect on employee performance. The same thing is stated by Noack (2011) motivation has a positive role in improving employee performance. Phong Thanh Nguyen (2020) stated in his research that motivation has a positive and significant effect on employee performance. It is proven by Andrew (2014) in his research that motivation as an encouragement has a positive influence in improving employee performance. Maartje PAAIS and Jozef R. Pattiruhu (2020) prove that motivation has a positive and significant influence on employee performance. And Ahmed Bin Ali Said Qatmeemalmarhoon (2017) shows that motivation has a positive effect on performance.

H2 motivation has a positive and significant effect on the performance of contract employees.

Motivation is a process that produces an intensity, direction, and individual persistence in an effort to achieve a goal (Robbins, 2006:81). Pinar (2010) states that motivation at work is needed by someone in an effort to improve their performance. Several researchers have tested the relationship between motivation and employee performance, including Idah and Jacob (2014). The effect of motivation strengthens the relationship between leadership and employee performance in a positive and significant way. Gory Schwarz (2017) found that motivation moderates the influence of servant leadership on employee performance. Andrew (2014) in his research states that motivation as an encouragement has a positive influence in improving employee performance. Dudung and Reni (2012) stated that motivation is able to moderate the leadership relationship to improving employee performance. Muttaqijn (2015) proves that motivation strengthens the relationship of leadership to improving employee performance.

H3 motivation moderates the influence of servant leadership on the performance of contract employees.

### **3. RESEARCH METHODS**

This research was conducted in the Department of Agriculture of Tabanan Regency. The scope of the research is the influence of servant leadership on employee performance which is moderated by motivation. The reason behind this research is the Department of Agriculture of Tabanan Regency, Bali, which is a public service-oriented agency that must be able to provide maximum service to the community. Employees are Human Resources who are very important in the success of the agency in carrying out the activities given. To support the smooth process of activities, leaders in government agencies must be able to contribute to motivate employees in providing maximum service to the community.

The population in this study were all contract employees at the Tabanan Regency Agriculture Service as many as 53 people. The sample is part of the number and characteristics possessed by the population, in determining the number of samples in this study, all contract employees at the

Tabanan Regency Agriculture Service will be used. In this study, the sampling method used was the census technique, in which all members were used as research samples. The analysis technique in this study uses Moderated Regression Analysis (MRA). MRA is a special application of multiple linear regression, where the regression equation contains elements of interaction (multiplication of two or more independent variables).

**4. RESULTS AND DISCUSSION**

*Moderation Regression Analysis*

Moderating Regression Analysis is expressed in the form of multiple regression with equations similar to polynomial regression which describes the effect of using the Absolute Difference Value Test to determine the effect of servant leadership on employee performance which is moderated by motivation at the Tabanan Regency Agriculture Office with the help of the Statistical Package of Social Science program (SPSS).

**Table 1. Moderation Regression Analysis (MRA)**

| <i>Coefficients</i> |  |                                    |            |                                  |        |       |
|---------------------|--|------------------------------------|------------|----------------------------------|--------|-------|
| Model               |  | <i>Unstandardized Coefficients</i> |            | <i>Standardized Coefficients</i> |        |       |
|                     |  | B                                  | Std. Error | Beta                             | T      | Sig.  |
| 1                   | (Constant)                               | 40.363                             | .682       |                                  | 59.170 | 0,000 |
|                     | <i>servant leadership</i>                | 2,274                              | .593       | 0,455                            | 3.834  | 0,000 |
|                     | Job motivation                           | 1,315                              | .643       | 0,263                            | 2.044  | 0,046 |
|                     | <i>Servant Leadership*Job Motivation</i> | 2.715                              | .722       | 0,449                            | 3.759  | 0,000 |

Primary Data, 2021

The regression equation that explains the effect of Servant Leadership on Employee Performance moderated by Motivation is:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_1 X_2 + e$$

$$Y = 40,363 + 2,274 X_1 + 2,315 X_2 + 2,715 X_1 X_2$$

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*The Effect of Servant Leadership on Employee Performance*

Based on the results of hypothesis testing, servant leadership data analysis has a positive effect on employee performance, this is indicated by the regression coefficient value of 0.455, with a significance level or p value = 0.000. The results of the description analysis show that the servant leadership in the Department of Agriculture is high, which is indicated by the leader always respecting the work of his subordinates and the leader having a vision that can make his subordinates motivated in carrying out their work. The servant leader in this case is seen as a leader who prioritizes service, starting with the natural feeling of someone who wants to serve and to prioritize service, has an attitude of consistency, a loyal attitude with full support for subordinates and openness with subordinates in receiving input and suggestions in making decisions. decisions so as to create relationships that encourage performance to achieve good performance, this means that the better servant leadership at the Department of Agriculture, the better the performance of employees.

The results of this study are in line with the statements of Roger Meller, Elroy Smith and Riyaadh Lillah (2018) which state that servant leadership has a positive and significant influence on organizational performance. Muhammad Aji (2015) proves that servant leadership has a positive and significant effect on performance. Tri Ludi Harianto (2014) stated that Servant Leadership has a positive and significant effect on employee performance. Adamu Ahmed Girei (2015), Ali Muhtasom (2017), Retno Purwani Setyaningrum (2017), and Wiwiek Harwiki (2013) in their research state that servant leadership has a positive and significant effect on employee performance.

*The Effect of Motivation on Employee Performance*

The results of data analysis show that motivation has a positive influence on employee performance, with motivation as a driving force for employees to show attitudes in improving their performance. This result can be seen from the regression coefficient value of 0.263 and with a significance level or p value = 0.046, which means significant. Based on the results of the description analysis, it shows that motivation in the Department of Agriculture is high, which is indicated by employees who enjoy their work more by working together than working alone and employees can establish harmonious working relationships in their work environment so that they can encourage performance to achieve good performance. means the better the motivation at the Department of Agriculture, the better the performance of employees.

The results of this study are in line with the statement of Sahat (2013), every increase in employee motivation will provide a very significant increase for improving employee performance in carrying out their work. Idah and Jacob (2014) mention that there is one factor that affects performance, namely the motivation factor, where motivation is a condition that moves a person to try to achieve goals or achieve the desired results. Novia Lorensa (2020) proves that motivation has a positive and significant effect on employee performance. Phong Thanh Nguyen (2020) stated in his research that motivation has a positive and significant effect on employee performance.

Maartje PAAIS and Jozef R. Pattiruhu (2020) prove that motivation has a positive and significant influence on employee performance. Nurdiana Eka Putri (2015) states that motivation has a positive and significant effect on employee performance. Noack (2011) states that motivation has a positive role in improving employee performance. Andrew (2014) in his research states that motivation as an encouragement has a positive influence in improving employee performance.



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Dudung and Reni (2012) stated that motivation is able to moderate the leadership relationship to improving employee performance. And Muttaqijn (2015) proves that motivation strengthens the leadership relationship to improving employee performance. And Ahmed Bin Ali Said Qatmeemalmarhoon (2017) shows that motivation has a positive effect on performance.

Based on the results of the analysis and support from previous research journals, it can be explained that motivation is seen as a necessity in meeting the needs of employees in improving their performance.

*Moderating Effect of Motivation on the Effect of Servant Leadership on Employee Performance*

The results of data analysis showed that the regression coefficient value was 0.449 and the significance level or p value = 0.000, which means it is very significant. Thus, hypothesis 3 which reads, motivation moderates the influence of servant leadership on employee performance, is supported. Based on the results of hypothesis testing, it shows that motivation moderates or can significantly strengthen the influence of servant leadership on employee performance. From these results, it can be seen that the moderation of motivation on the influence of servant leadership on employee performance is classified as pseudo moderation.

Based on the results of the description analysis, it shows that servant leadership is classified as good, it is able to strengthen employee motivation and has a positive impact on better employee performance. The results of this study support the statement of Gory Schwarz (2017) finding that motivation moderates the influence of servant leadership on employee performance, Pinar (2010) states that motivation at work is needed by someone in an effort to improve their performance. Idah and Jacob (2014) state the relationship between motivation and employee performance. The effect of motivation strengthens the relationship between leadership and employee performance in a positive and significant way. Andrew (2014) in his research states that motivation as an encouragement has a positive influence in improving employee performance. Dudung and Reni (2012) stated that motivation is able to moderate the leadership relationship to improving employee performance. Muttaqijn (2015) proves that motivation strengthens the relationship of leadership to improving employee performance.

*F Test Analysis*

To test the regression model of the influence of the independent variable servant leadership (X1), motivation (X2) simultaneously on the dependent variable of employee performance (Y).

**Table 2. F Test Analysis Results**

| ANOVA |            |                |    |             |        |        |
|-------|------------|----------------|----|-------------|--------|--------|
| Model |            | Sum of Squares | df | Mean Square | F      | Sig.   |
| 1     | Regression | 731,249        | 3  | 343,750     | 20,953 | ,000'a |
|       | Residual   | 570,034        | 49 | 11,633      |        |        |
|       | Total      | 1301,283       | 52 |             |        |        |

Primary Data, 2021

Based on Table 2 shows that the calculated F is 20,953 with a significance level of 0.00. Because the significance probability is < 0.05, the regression model is feasible to use to predict performance or it can be said that servant leadership and motivation simultaneously affect employee performance.

*Coefficient of Determination Test Results (R<sup>2</sup>)*

Testing the coefficient of determination (R<sup>2</sup>) is carried out to find out how much variation in the dependent variable will be able to be explained by the independent variable, while the rest is explained by the causes of other variables outside the model (Ghozali, 2013: 97).

**Table 3. Coefficient of Determination Test Results (R<sup>2</sup>)**

| Model Summary |      |                   |                            |                   |          |     |     |      |               |       |
|---------------|------|-------------------|----------------------------|-------------------|----------|-----|-----|------|---------------|-------|
| Model         | R    | Adjusted R Square | Std. Error of the Estimate | Change Statistics |          |     |     |      |               |       |
|               |      |                   |                            | R Square Change   | F Change | df1 | df2 | Sig. | Durbin Watson |       |
| 1             | .750 | .562              | 341.077                    | .562              | 20.953   | 3   | 49  | .000 |               | 2.195 |

Primary Data, 2021

Based on Table 3 shows that the adjusted R square model value is 0.562 or 56.2%, meaning that 56.2% variations or changes in employee performance can be explained by variations in the variables in the model, namely servant leadership and motivation. While the rest (100% -56.2% = 43.8%) is explained by other factors outside the model such as work environment, employee dissatisfaction, work discipline and work performance.

**5. CONCLUSION**

- 1) Servant Leadership has a positive and significant effect on employee performance at the Tabanan Regency Agriculture Service. This result can be interpreted that the higher the servant leadership, the better the employee's performance.
- 2) Motivation has a positive and significant effect on employee performance. These results indicate that the higher the motivation of employees at the Tabanan Regency Agriculture Service, the better the employee's performance.
- 3) Motivation moderates the effect of servant leadership on employee performance. These results can be interpreted that high servant leadership strengthens motivation and has a



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positive and significant impact on employee performance at the Tabanan Regency Agriculture Office.

*Research Limitations*

- 1) This study only examines several variables of servant leadership, motivation and future employee performance to be developed by selecting up to date variables in measuring performance.
- 2) The research only chose the location of the Tabanan Regency Agricultural Office. As a place of research, in the future it is recommended to choose other locations such as other government agencies, the private sector, hotels, and others.
- 3) Samples are taken at a certain time (cross section) while the environment changes rapidly, so it is important to do this research in other communities by adding other indicators of effect.

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