

THE EFFECT OF SERVANT LEADERSHIP AND COMPENSATION ON EMPLOYEE PERFORMANCE THROUGH ORGANIZATIONAL COMMITMENT (Study at PT Cometic Perkasa Abadi Semarang)

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***Abstract.** This study aims to analyze the influence of servant leadership and compensation on employee performance either directly or through organizational commitment. The population in this study is 122 people. The size of the sample is 93 respondents. The data source used is primary data with questionnaire data collection method which gather using the simple random sampling techniques. The analysis technique used is path analysis. The results of the research showed that servant leadership and compensation has a positive and significant effect on organizational commitment. Servant leadership and compensation has a positive and significant effect on employee performance. The Sobel test results indicated that the variable of organizational commitment can mediate the influence of servant leadership and compensation on employee performance.*

***Keywords:** Servant Leadership , Compensation , Organizational Commitment , and Employee Performance.*

INTRODUCTION

Competition in the industrial world in Indonesia is getting tighter, because more and more companies continue to emerge. One of the current business competition is in the construction industry, where the construction sector is one of the fastest growing sectors in 2021. The growth of the construction sector is estimated to grow positively by 8.7 percent where in the previous year the construction sector had decreased by 3.3 percent. Construction services are also a sector that plays an important role in the Indonesian economy. This can be seen from the contribution from the construction sector at the level of the Indonesian economy which is in fourth place with a value of 10.48 percent of Indonesia's Gross Domestic Product in the fourth quarter of 2021 (www.bps.go.id 2022).

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The construction service business is one of the businesses that has certain characteristics, because there are limitations that must be met by the business actor. These limitations include time related to project implementation time, costs associated with the project budget, quality related to the specifications used, as well as guaranteeing occupational safety and health for both workers and the environment around the project. Construction service companies must also have qualified and competent human resources and have optimal abilities and skills because human resources are a crucial aspect to support the productivity of a company in order to survive in fierce competition. Every company must be able to manage its human resources in order to improve its performance.

Employee performance as a real activity in the form of the embodiment of an employee to achieve work performance in accordance with his role in a company. Employee performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara, 2017) . Employee performance can be a benchmark used by the company to measure the extent to which employees can carry out the tasks that are their responsibility, but not all employees in the company have the same quality when completing work tasks and responsibilities, because the abilities of employees are different. Improving the performance of each employee in a company can be influenced by various factors, including the servant leadership and compensation (Aprilliansyah et al., 2018) , and can be influenced by the employee's organizational commitment (Sumiatik et al., 2021).

The study of employee performance in this study was conducted at PT. Cometic Perkasa Abadi Semarang, one of the companies engaged in construction services and was established in 2008. PT. Cometic Perkasa Abadi Semarang as a construction company must show optimal performance in order to complete the project on time before deadline so they can provide satisfaction to clients through optimal employee performance. The company's efforts to improve employee performance are not easy, there are many problems can hinder employee performance during project work. Various obstacles come from both internal and external employees, that can make their performance becomes less than optimal, and has an impact on project completion that is not in accordance with the allotted time.

Employee performance in 2021 is still less than optimal, this is due to 4 projects experiencing delays in project completion that are not in accordance with the specified time. The projects that experienced delays included the Siak Perawang Project which was delayed by 4 months, Selayang Project and Muara Karang project which were delayed by 2 months, and the Tanah Jawa project which was delayed by 1 month. The presence of work delays indicates that there are still employee performance problems that occur.

The phenomenon of employee performance problems can occur because of the influence of the servant leadership and compensation received by employees. Servant Phenomenon leadership occurs because project leaders have not been able to apply good leadership, considering that many leaders do not show concern for employees, more concerned with the interests of the company. There are also many project leaders who are individualistic in making decisions on projects that are implemented so that many employees feel they are not involved, which ultimately results in decreased work commitment and decreased employee performance. Other problems also occur because of the compensation received by employees, the provision of compensation that is felt to be unfair, and not in accordance with the work tasks assigned, resulting in a feeling of underappreciation in employees which triggers a decrease in organizational commitment, as indicated by the number of employees who resign when the project has not been completed, which is one sign of a decrease in employee commitment to the organization. On Siak Perawang project, there are 9 employees who resign in 2021, Selayang project are 8 employees, Muara Karang there were 8 employees and Tanah Jawa are 6 people who resign.

Urge conducted research is also seen from existence gap results research , including Setyaningrum et al., (2017) , Aprilliansyah et al., (2018) , Hasanah & Mujanah (2020) , Ekhsan & Aziz (2021) Nugroho & Putro (2021) , Pakpahan et al., (2021) who stated that servant leadership has a significant positive effect on employee performance, in contrast to the results of research by Kamanjaya et al., (2017) and Sahem et al., (2020) which state that servant leadership has a positive but not significant effect on employee performance . Results research by Aprilliansyah et al., (2018) , Rahmawathi & Supartha (2018) , Widagdo et al., (2018) , Anugrah (2020) , and Sumiatik et al., (2021) which states that compensation has a significant positive effect on employee performance, but different from the research results of Bangun et al., (2019) and Rinny et al., (2020) which

states that compensation has a positive but not significant effect on employee performance. Based on these matters, a research entitled "The Influence of Servant Leadership and Compensation for Employee Performance Through Organizational Commitment (Study at PT Cometic Perkasa Abadi Semarang)".

LITERATUR REVIEW

Servant Leadership to Organizational Commitment

Servant leadership in a company can be developed by providing comprehensive and emotional understanding and approach to subordinates on a job such as in a decision-making process that involves all parties, establishing positive relationships with employees to avoid miscommunication at work can create strong feelings commitment to the company. Several studies which support that statment are: Research by Kamanjaya et al., (2017) which concluded that if servant leadership in high level can have a positive impact on increasing organizational commitment. The results of research conducted by Setyaningrum et al., (2017) and Hasanah & Mujanah (2020) also declared that servant leadership high will have a positive effect on organizational commitment. In line with the research results of Ekhsan & Aziz (2021) and Nugroho & Putro (2021) stated servant leadership positive effect on organizational commitment. Therefore, the proposed hypothesis is:

H1: Servant leadership positive and significant effect on organizational commitment.

The Effect of Compensation on Organizational Commitment

One way for employees to have a commitment to the organization is by providing compensation in accordance with what the employees do. Companies must be able to implement a proper, fair and more attractive compensation system as a form of appreciation to employees and give a sense of secure, comfortable and willing to stay worked and be committed to the company. Rahmawati & Supartha's (2018) research results that the increasing compensation will have a positive effect on increasing organizational commitment. Research conducted by Widagdo et al., (2018) said that high compensation provided by the company can increase organizational commitment. The results of research by Anugrah (2020) and Sumiatik et al., (2021) also state that high compensation will have a positive impact on increasing organizational commitment. Therefore, the proposed hypothesis is:

H2: Compensation has a positive and significant effect on organizational commitment.

Servant Leadership on Employee Performance

Leadership that serves, protects, and gives affection to employee can create high work performance from employees. An employee will feel more valued with a leader who is humble, empathetic, does not act arbitrarily as a leader. This feeling can provide comfortable and awareness then it can increasing responsibility to complete their tasks. These conditions can creating comfortable and peaceful in the company which has a positive impact on increasing employee performance. Setyaningrum et al., (2017) and Aprilliansyah et al., (2018) research explain that increasing servant leadership has a positive impact on increasing employee performance. The results of research conducted by Hasanah & Mujanah (2020) and Ekhsan & Aziz (2021) concluded that the servant leadership has a positive effect on employee performance. Reinforced by the results of Nugroho & Putro (2021) and Pakpahan et al., (2021) research that servant leadership has a positive effect on employee performance. Therefore, the proposed hypothesis is:

H3: Servant leadership has a positive and significant effect on employee performance.

The Effect of Compensation on Employee Performance

Compensation have an important role to improving employee performance, because one of the main reasons an employee works is to fulfill his life needs. A fair compensation system for each other will make employees more enthusiastic and trigger them to work better and have an impact on increasing employee performance. Result of Aprilliansyah et al., (2018) study which states that higher compensation has a positive impact on improving employee performance. The results of research by Rahmawati & Supartha (2018) also state that higher compensation has a positive effect on employee performance. The results of the research by Widagdo et al., (2018) and Anugrah (2020) explain that higher compensation has a positive effect on employee performance. In line with the results of research Sumiatik et al., (2021) which states that compensation has a positive effect on employee performance. The hypothesis proposed based on the explanation above is as follows:

H4: Compensation has a positive and significant effect on employee performance.

The Effect of Organizational Commitment on Employee Performance

A good level of commitment from employees to the company is very necessary, because through these commitments a professional work climate can be created. Employees who are satisfied with their work tend to fulfill commitments to the company, resulting in employee loyalty to the company, which ultimately causes the employee to have a sense of dependence and responsibility on the company. Commitment the organization has a real influence on employee performance, because the higher the organizational commitment of the employees, the higher the individual performance of employees. The results of the research by Kamanjaya et al., (2017) support the above statement which concludes that the higher the organizational commitment possessed by employees, the more positive the employee's performance will be. Research results Setyaningrum et al., (2017) stated that high organizational commitment will have a positive impact on improving employee performance. The results of research by Rahmawati & Supartha (2018) , Widagdo et al., (2018) and Anugrah (2020) also stated that higher organizational commitment will have a positive impact on improving employee performance. Reinforced by the results of research conducted by Hasanah & Mujanah (2020) , Nugroho & Putro (2021) , Pakpahan et al., (2021) and Sumiatik et al., (2021). where in each of his studies the results obtained that organizational commitment has a positive effect on employee performance. Therefore, the proposed hypothesis is:
H5: Organizational commitment has a positive and significant effect on employee performance.

Organizational Commitment Mediates Servant Leadership on Employee Performance

Servant leadership shown by the company's leadership can have an impact on the high commitment of employees to the company so that they continue to work and develop with the company. An employee who feels appreciated for giving empathy and sensitivity to the social environment built by the leader by serving, nurturing, can ultimately make employees comfortable and committed not to leave the company so that they strive to improve their performance to match the company's wishes.

The results of research by Kamanjaya et al., (2017) which support the above statement with results stating that organizational commitment in the company can strengthen servant leadership in influencing employee performance. Setyaningrum et al.,

(2017) declare with higher servant leadership can form organizational commitment so as to have a positive impact on improving employee performance. The results of research by Hasanah & Mujanah (2020) , Ekhsan & Aziz (2021) , and Nugroho & Putro (2021) also support the statement that higher organizational commitment will streng then the influence of servant. leadership in improving employee performance. Therefore, the proposed hypothesis is as follows:

H6: Organizational commitment can mediate servant influence leadership on employee performance.

Organizational Commitment Mediates the Effect of Compensation on Employee Performance

Compensation as a form of compensation provided by the company, can be in the form of annual bonuses, holiday allowances, occupational safety and health guarantees, is expected to make employees feel cared for by the company so that they feel comfortable and protected, this can increase employee commitment so they are not easy to move. to another company. Increased commitment to the company is accompanied by increased performance because an employee who has a high commitment will definitely try to improve his performance in order to meet company goals.

Rahmawati & Supartha (2018) and Widagdo et al., (2018) research supports that the provision of compensation will increase employee organizational commitment and has an impact on improving employee performance. In line with Anugrah (2020) and Sumiatik et al., (2021) research results which explain that organizational commitment can function as a mediation between compensation to improve employee performance, therefore, the proposed hypothesis is:

H7: Organizational commitment can mediate the effect of compensation on employee performance.

Research Model Development

The development of a research model in this study that shows an overview of the influence of servant leadership and compensation on performance employee through commitment organization, can depicted as following:

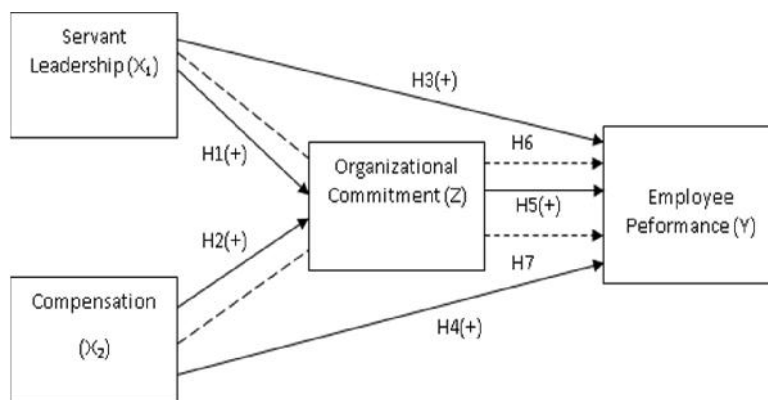


Figure 1. Conceptual Framework

RESEARCH METHODS

Definition Operational Variable

Variables are constructs or properties to be studied (Sugiyono , 2019) . Variables are constructs that are measured by various values to provide a more real picture of phenomena (Indriantoro & Supomo, 2016) . Servant Leadership and Compensation as independent variables. Organizational commitment as an intervening variable and employee performance as the dependent variable in this study. The complete summary of the definition of operationalization of research variables can be seen in the following table:

Table 2. Variable Operational Definition

No	Variable	Operational definition	Indicator
1.	Servant Leadership (X1)	Leadership that serves and starts from sincere feelings in the heart and wants to motivate, guide, offer hope, and provide caring experiences by prioritizing the principle of serving employees or their subordinates, building close relationships so that they can create a positive influence on the development of the business being carried out.	<ol style="list-style-type: none"> 1. Affection 2. Empowerment 3. Vision 4. Modesty 5. Trust Source: Sahem et al., (2020)
2.	Compensation (X2)	The form of remuneration provided by the company to each employee can be in the form of money, goods, directly or indirectly, financial or non-financial as a reward for services or contributions provided by employees to the company and is considered to increase effectiveness in achieving company goals.	<ol style="list-style-type: none"> 1. Basic salary 2. Meal allowance 3. Health benefits 4. Overtime pay 5. Holiday allowance 6. Bonus Source : Kasmir (2019)
3.	Organizational Commitment (Z)	An attitude or belief that shows a strong desire from an employee to remain a member or loyal to the company and accept the goals and values of the organization accompanied by the behavior of increasing involvement, accepting the existing environmental conditions, and trying to excel and serve the company.	<ol style="list-style-type: none"> 1. Employee love for the company 2. Desire to stay with work 3. Employee attachment to work 4. Loyalty to the company 5. Employees feel happy at work 6. Proud to work for the company Source: Darmawan (2013)
4.	Employee Performance (Y)	Work performance or work results achieved by an employee both in terms of quality and quantity related to work assignments, authorities and responsibilities that have been given to employees and must be carried out within a certain time so that it can help the company to achieve its goals.	<ol style="list-style-type: none"> 1. Employee work quality 2. Work quantity of employees 3. Punctuality of work 4. Work effectiveness 5. Work independence 6. Work commitment Source: Robbins & Judge (2015)

Source: Developed for 2022 research

Population and Sample

The population in this study were all employees at PT. Cometic Perkasa Abadi with a total of 122 people. The number of samples in this study can be determined by the Slovin formula and the sample is 93 respondents. The questionnaire distribution technique in this study is using the simple technique random sampling.

Data Collection Method

Sources of data in this study is used primary data and secondary data. Primary data is the data obtained by direct from data source. Primary data collection by conducted through questionnaire to 93 employees.

Secondary data is a data source that does not directly provide data to data collectors and that functions to complement the primary data (Sugiyono, 2019) , such as names and number of employees, tabulation of project completion time and number of employees resign.

Method Data Analysis

Method data analysis on research this use analysis descriptive and analysis quantitative with use SPSS version 24.0 and use multiple linear regression analysis, path analysis and sobel test.

RESULTS AND DISCUSSION

Description Respondent

The Result for 93 respondents showed that mostly male with a total of 84 people (90.3 percent) with the majority are aged between 31-40 years with a total of 39 people (41.9 percent), the responden who have bachelor's education with a total of 40 people (43.0 percent), and the responden mostly have worked for more than 10 years with a total of 22 people (23.7 percent).

Data Quality Test

Each statement item in the questioners on the variable have r count value bigger than r table value (r count $>$ 0.374), so that all of indicator of all variable in this study is valid. Cronbach's alpha value bigger than 0.70, that could said allmeasuring concepts of all variable in this study is reliable, its meaning that the questionnaire is used already reliable. The result also means that the answer from respondent already consistent.

Analysis Linear Regression

Analysis result about influence servant leadership and compensation to commitment organization, influence servant leadership, compensation, and commitment organization to performance employee could seen in the following table:

Table 3. Summary of Regression Results

Variable Effect	B	t count	Sig .
Servant Leadership →Organizational Commitment	0.400	5.022	0.000
Organizational Commitment Compensation→	0.474	5.950	0.000
Servant Leadership →Employee performance	0.194	2.475	0.015
Performance Compensation→	0.216	2.645	0.010
Employee Performance Organizational Commitment→	0.523	5.708	0.000
R Model 1 = 0.572			
R Model 2 = 0.677			
Sig. F = 0.000			

Source: Primary data processed , 2022.

Score the coefficient of determination produced by model 1 is 0.572. These results can indicate that servant leadership and compensation can explain the variation of organizational commitment variable by 57.2 percent, the remaining 42.8 percent is explained by other variables outside the study. Score the coefficient of determination produced by model 2 is 0.677. These results can indicate that servant leadership, compensation, organizational commitment can explain the variation of employee performance variables is 67.7 percent and the remaining 32.3 percent is explained by other variables outside the study.

Score The resulting significance is 0.000, and less than 0.05. These results indicate that the first and second- stage regression models second appropriate and significant, so it is feasible to use.

H1: Servant leadership has a positive and significant effect on organizational commitment

Score t count servant variable leadership is greater than t table ($5.022 > 1.987$), and the significance value is 0.000 less than 0.05, meaning that the null hypothesis (H_0) is rejected and the alternative hypothesis (H_a) is accepted, this means that the servant leadership has a positive and significant effect on organizational commitment. These results can be concluded that the first hypothesis which states servant leadership has a positive and significant effect on organizational commitment and can be accepted. These results support the research results of Kamanjaya et al., (2017) , Setyaningrum et al., (2017) , Hasanah & Mujanah (2020) , Ekhsan & Aziz (2021) and Nugroho & Putro (2021) who stated that servant leadership significant positive effect on organizational commitment, but this result contradicts the results of Pakpahan et al. , (2021) which states that servant leadership positive but not significant effect on organizational commitment.

H2: Compensation has a positive and significant effect on organizational commitment

Score t count compensation variable is greater than t table ($5.950 > 1.987$), and the significance value is 0.000 less than 0.05, meaning that the null hypothesis (H0) is rejected, this means that compensation has a positive and significant effect on organizational commitment. These results can be concluded that the second hypothesis which states that compensation has a positive and significant effect on organizational commitment can be accepted. These results support the results of research by Rahmawathi & Supartha (2018) , Widagdo et al., (2018) , Anugrah (2020) , and Sumiatik et al., (2021) which state that compensation has a positive and significant effect on organizational commitment.

H3: Servant leadership has a positive and significant effect on employee performance

Score t count servant variable leadership is greater than t table ($2.475 > 1.987$), and a significance value of 0.015 is smaller than 0.05, meaning the null hypothesis (H0), this means that the servant leadership has a positive and significant effect on employee performance. These results can be concluded that the third hypothesis which states servant leadership has a positive and significant effect on employee performance and is acceptable. These results have been supported by the research results of Setyaningrum et al., (2017) , Aprilliansyah et al., (2018) , Hasanah & Mujanah (2020) , Ekhsan & Aziz (2021) , Nugroho & Putro (2021) and Pakpahan et al. , (2021) who stated servant leadership has a positive and significant effect on employee performance. This result is different from Kamanjaya et al., (2017) and Sahem et al., (2020) which has positive but not significant research results on the relationship between servant leadership and employee performance.

H4: Compensation has a positive and significant effect on employee performance

The calculated t value of the compensation variable is greater than t table ($2.645 > 1.987$), and the significance value of 0.010 is smaller than 0.05, meaning that the null hypothesis (H0) is rejected, this means that compensation has a positive and significant effect on employee performance. These results can be concluded that the fourth hypothesis which states that compensation has a positive and significant effect on employee performance can be accepted. These results support the research results of

Aprilliansyah et al., (2018) , Rahmawathi & Supartha (2018) , Widagdo et al., (2018) , Anugrah (2020) , and Sumiatik et al., (2021) which state that compensation has a positive effect. and significant to employee performance. The results of this study are different from the results revealed by Bangun et al., (2019) and Rinny et al., (2020) that compensation has no significant negative effect on performance.

H5: Organizational commitment has a positive and significant effect on employee performance

The t value of the organizational commitment variable is greater than t table ($5.708 > 1.987$), and the significance value of 0.000 is smaller than 0.05, meaning that the null hypothesis (H0) is rejected, this means that organizational commitment has a positive and significant effect on employee performance. These results can be concluded that the fifth hypothesis which states that organizational commitment has a positive and significant effect on employee performance can be accepted. These results have supported the research results of Kamanjaya et al., (2017) , Setyaningrum et al., (2017) , Rahmawati & Supartha (2018) , Widagdo et al., (2018) and Anugrah (2020) , Hasanah & Mujanah (2020) , Nugroho & Putro (2021) , Pakpahan et al., (2021) and Sumiatik et al., (2021) who stated that organizational commitment had a significant positive effect on employee performance.

Table 4. Intervening Test Results

Variable	Sobel Test Statistics	One- tailed probability	Two- tailed probability
X1 →Z →Y	3,484	0.000	0.000
X2 →Z →Y	3,942	0.000	0.000

Source: Primary data processed, 2022.

H6: Organizational commitment can mediate servant leadership on employee performance.

Sobel Value test statistic of 3.484 with a significance of 0.000. Sobel Value test the statistic is greater than the t-table value of $3.484 > 1.987$ and the significant value of 0.000 is less than 0.05. This means that organizational commitment significantly _ can mediate the influence of servant leadership on employee performance. These results have supported the results of research by Kamanjaya et al., (2017) , Setyaningrum et al., (2017) , Hasanah & Mujanah (2020) , Ekhsan & Aziz (2021) , and Nugroho & Putro (2021)

which stated that the presence of The higher organizational commitment will strengthen the influence of the servant leadership in improving employee performance.

H7: Organizational commitment can mediate the effect of compensation on employee performance.

Sobel Value test statistic of 3.942 with a significance of 0.000. Sobel Value test the statistic is greater than the t-table value of $3.942 > 1.987$ and the significant value of 0.000 is less than 0.05. This means that organizational commitment significantly can mediate the effect of compensation on employee performance. These results support the results of research by Rahmawathi & Supartha (2018) , Widagdo et al., (2018) , Anugrah (2020) , Sumiatik et al., (2021) which state that organizational commitment can mediate or strengthen compensation to improve employee performance. The results of the hypothesis in this study can be summarized in the following table:

Table 5. Summary Results of Hypothesis testing

Hypothesis	Relationship	t count value	t table	Standard Error	Conclusion
H1	X1 → Z	5.022	1.987	0.000	Hypothesis accepted
H2	X2 → Z	5.950	1.987	0.000	Hypothesis accepted
H3	X1 → Y	2.475	1.987	0.015	Hypothesis accepted
H4	X2 → Y	2.645	1.987	0.010	Hypothesis accepted
H5	Z → Y	5.708	1.987	0.000	Hypothesis accepted
H6	X → Z Y	3.484	1.987	0.000	Hypothesis accepted
H7	X → Z Y	3.942	1.987	0.000	Hypothesis accepted

CONCLUSION AND RECOMENDATION

Conclusion

Servant leadership has a positive and significant effect on organizational commitment. Compensation has a positive and significant effect on organizational commitment. Servant leadership has a positive and significant effect on employee performance. Compensation has a positive and significant effect on employee performance. Organizational commitment has a positive and significant effect on employee performance. Organizational commitment can mediate servant influence leadership on employee performance. Organizational commitment can mediate the effect of compensation on employee performance. The results obtained indicate that to improve employee performance optimally not only apply servant leadership and compensation fair and proper, but requires a high organizational commitment from employees, so that

between servant leadership and compensation must be combined to improve employee performance.

Research Limitations

The process of collecting data through a questionnaire that takes a long time to collect primary data that is analyzed considering that researchers are often out of town or not in the same area as the respondent, while research time is very limited, so more time is wasted waiting for the primary data to be collected. . The resulting coefficient of determination indicates that the independent variables used are still not high in explaining variations or predicting organizational commitment variables and employee performance. These limitations are expected to be a reference for further research to make improvements and improvements in the research conducted. The limitations of this study are shown by the use of only two independent variables, namely servant leadership and compensation, while there are many other independent variables that can affect organizational commitment and employee performance.

Upcoming Research Agenda

Limitations of the research results that have been found are expected to provide lessons for further research to make the best use of research time, especially in terms of distributing questionnaires. For research, it is also expected to increase the number of independent variables used and it is hoped that by increasing the number of independent variables, it will increase organizational commitment and employee performance, for example by adding physical and non-physical work environment variables, intrinsic and extrinsic motivation, job training, organizational support and other variables , so that the results obtained are better and more accurate or greater in predicting organizational commitment and employee performance for the long term and get convincing predictive results.

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