The Influence of Serving Leadership Style and Work Culture on Employee Performance at PT. Noor Abika Tours and Travel

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ABSTRACT

Keywords: servant leadership; organizational culture, employee performance, leadership transition, service company.

Every leader has a unique character and background, resulting in variations in their leadership style. These differences lead to diverse ways of influencing team members, known as leadership styles. This study aims to examine the impact of servant leadership and work culture on employee performance at the Umrah and Hajj service company, PT. Noor Abika Tours and Travel, after a leadership transition. The research method employed is quantitative, utilizing descriptive analysis and causal analysis. The sample in this study uses a saturated sample technique, involving the entire population, which consists of 54 employees of PT Noor Abika Tours and Travel. Data analysis was conducted using multiple linear regression with the assistance of SPSS version 27. The results of the study indicate that the variables of servant leadership style, work culture, and employee performance are all in the very good category. The findings also show that servant leadership style and work culture have a positive and significant impact on employee performance, both partially and simultaneously.

Introduction

In the face of an increasingly competitive business era and widespread globalization, companies have taken various strategic actions on an ongoing basis to strengthen their competitiveness. Success in achieving successful strategies and maintaining resilience in this ever-changing environment is highly dependent on the role of competent and self-development-oriented human resources. This view is affirmed in the book by (Suryani, Sugianingrat, & Laksemini, 2020), that human resources are the most important element for an organization.

In creating strong human resources, good employee performance is needed. According to (Utomo & Saragih, 2017), performance is the result of the quality and quantity of work achieved by employees in carrying out their duties according to the responsibilities given. The existence of human resources with superior performance

allows company leaders to more effectively guide their team members towards achieving company goals and achieving competitive advantage. In addition, work culture also plays an important role in influencing the success of a company. According to (Oktaviani & Saragih, 2017), organizational culture refers to a common system that is adopted as a guideline by the members of the organization, this guideline applies as long as the members of the organization are in the organizational environment and have characteristics that can distinguish one organization from another. In addition, the success of a company does not only depend on employee performance and work culture but is also greatly influenced by the role of leaders in the organization. According to (Ferdinandito & Haryana, 2021), Leadership is the process by which a leader influences his team members to achieve certain goals. Each leader has a different character and background, which leads to differences in their leadership styles. These differences result in various ways of influencing team members, commonly referred to as leadership styles. A leader must be able to provide motivation, inspiration, and a good example for his subordinates. In addition, leaders must be open to receiving suggestions and criticism from employees and listening to their complaints. The company's goals can be achieved if there is effective communication and good cooperation among all members of the organization (Adriano & Saragih, 2018).

Each leader has a different character and background, which leads to differences in their leadership styles. These differences result in various ways of influencing team members, commonly referred to as leadership styles. Each leader has his leadership style, as stated. (Mukmin & Prasetyo, 2021) It is stated that an organization needs an effective leader, who can influence the behavior of its members. Leadership styles can change according to conditions within the organization, one example is the change of leadership within the company. In 2020, PT. Noor Abika Tours and Travel experienced a leadership transition where there was a change of President Director. This transition was responded to by the adoption of a leadership style served by the new President Director. (Prasetyo, Ali, & Rekarti, 2023).

Table 1
Recapitulation of Umrah Departure

No	Departure	Number of departures	Number of Pilgrims
1	January	4	85
2	February	4	68
3	March	2	75
4	April	7	143
5	May	5	92
6	June	4	64
7	July	5	77
8	August	7	148
9	September	5	122
10	October	4	92
11	November	5	114

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12	December	4	164

Table 1 is a recapitulation of Umrah departures in 2020 which shows an increase and decrease that varies in the number of departures and the number of pilgrims. The table shows that Umrah departures tend to increase. This happens due to several factors, possibly one of which is due to a leadership transition in the company. In January-May, the leadership at PT. Noor Abika Tours and Travel is still run by the previous president's director, while departures from June to December have been run by the new president's director. (Fitria & Trismiyanti, 2019).

The focus of this study is to analyze whether the leadership transition that results in a change in leadership style and work culture affects employee performance at PT Noor Abika Tours and Travel. In the research (Aditya, 2024) Showed that leadership style and work culture affect employee performance, the better the leadership style and work culture in the company, the higher the performance of the employees. In the study, the variable used is leadership style in general so it becomes a gap that can be filled by researching one of the leadership styles, namely the serving leadership style, especially related to how the service leadership style and work culture affect employee performance.

Method

This study uses a quantitative approach and causal analysis. The variables used in this study consist of independent variables and bound variables. The independent variables used were serving leadership style (X1) and work culture (X2), while the bound variable was employee performance (Y). The population of this study is permanent employees of PT Noor Abika Tours and Travel, which consists of 54 employees. Because the population is relatively small, this study uses a non-probability sampling technique with a saturated sampling method. Data collection was carried out using a questionnaire.

Data analysis includes descriptive statistics, multiple linear regression analysis, classical assumptions, determination coefficient analysis, and hypothesis testing with t-test and f-test. The measurement scale in this study uses a Likert scale with five levels, namely strongly agree, agree, disagree, disagree, and strongly disagree. This study uses primary data obtained from respondents' responses to questionnaires that have been given to company employees. The secondary data used in this study are in the form of research journals and reference books.

Results and Discussion
Descriptive Analysis

Table 2
Results of Descriptive Analysis

Variable	Percentage	Category
Serving Leadership Style	90,2%	Excellent
Work Culture	95,7%	Excellent
Employee Performance	90,3%	Excellent

Based on Table 2, it can be seen that the leadership style that serves is in the very good category with a percentage of 90.2%, the level of work culture is in the very good category with a percentage of 95.7%, and the employee performance is in the very good category with a percentage of 90.3%.

Classical Assumption Test

1. Normality Test

The following are the results of statistical tests based on Kolmogorov-Smirnov:

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		54
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	.00540172
Most Extreme Differences	Absolute	.088
	Positive	.088
	Negative	-.051
Test Statistic		.088
Asymp. Sig. (2-tailed)[c]		.200[d]
Monte Carlo Sig. (2-tailed)[e]	Sig.	.368
99% Confidence Interval	Lower Bound	.356
	Upper Bound	.381

Figure 2 Kolmogorov-Smino Test Results

The following is Figure 2 showing the results of statistical tests with the Kolmogorov-Smirnov approach in this study. Based on the figure, it can be seen that the data meets the criteria for normality. This is because of the significance value of Asymp. Sig (2-tailed) is greater than 0.05. Therefore, the data can be said to be distributed normally.

Multicollinearity Test

Table 3
Multicollinearity Test

Coefficient			
		Collinearity Statistics	
Model		Tolerance	BRIGHT
1 (Constant)			
Serving Leadership Style		0.983	1.017
Work Culture		0.983	1.017
Dependant Variable: Employee Performance			

Based on Table 3, the serving leadership style variable (X1) and the work culture variable (X2) had a tolerance value greater than 0.10 and a VIF value smaller than 10. Thus, it can be concluded that the independent variables used in this study do not experience symptoms of multicollinearity.

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Heteroscedasticity Test

Table 4
Heteroscedasticity Test

Model		Sum of Squares	df	Mean Square	F	Mr.
	Regression	0.000	2	0.005	0.268	0.766
	Residual	0.000	51	0.000		
	Total	0.000	53			

    a. Dependent Variable: Residual
    b. Predictors: (Constant), X2, X1

To check for heteroscedasticity, the Breusch-Pagan test can be used. In Table 4, the results of the Breuch-Pagan test to test heteroscedasticity are shown. From the table, it can be seen that the significance value obtained is 0.766 which means that it has exceeded 0.05 as a criterion there is no indication of heteroscedasticity. Therefore, the results of the brunch-pagan test of both variables showed that there was no indication of heteroscedasticity.

Multiple Linear Regression Analysis

Table 5
Multiple Linear Regression Analysis
Coefficient

Model	Unstandardized Coefficients		Standardized Coefficients	t	Mr.
	B	Std. Error	Beta		
(Constant)	2.611	0.088		26.570	<0.001
Serving Leadership Style	0.229	0.014	0.815	15.963	<0.001
Work Culture	0.168	0.015	0.571	11.187	<0.001

    a. *Dependent Variable*: Employee Performance

The results of the regression analysis in Table 5, the regression equation can be obtained as follows:

$$Y = \alpha + b_1 X_1 + b_2 X_2$$
$$Y = 2.611 + 0.229 X_1 + 0.168 X_2$$

The constant has a value of 2.611 which indicates that if the value of the variable of serving leadership style and the variable of work culture is zero, then the value of the variable of employee performance is 2.611. The regression of the servant leadership style variable is 0.229 or 22.9%, which means that if the value of the servant leadership style variable increases by 1%, then the value of the employee performance variable will

increase by 22.9% assuming the other independent variables remain. The regression of the work culture variable is 0.168 or 16.8%, which means that if the value of the work culture variable increases by 1%, then the value of the employee performance variable will increase by 16.8% assuming the other independent variables remain. All independent variable coefficients show positive values, which indicates a positive relationship between the independent variable, namely the serving leadership style and work culture, to the dependent variable, namely employee performance. In other words, the higher the level of service leadership style and work culture in the company, the higher the performance of employees in the company.

Partial Test (T-Test)

With a significance level of 0.05, the table used is 1.675. The following are the results of the simultaneous processing of T-test data using SPSS 27:

Table 6
Partial Test (T-Test)

Coefficient

Model	*Unstandardized Coefficients*		*Standardized Coefficients*	t	Mr.
	B	Std. Error	Beta		
(Constant)	2.611	0.088		26.570	<0.001
Serving Leadership Style	0.229	0.014	0.815	15.963	<0.001
Work Culture	0.168	0.015	0.571	11.187	<0.001

a. *Dependent Variable*: Employee Performance

In Table 6, it can be seen that each independent variable has a significance value smaller than 0.05. Therefore, the results show that the variable of servant leadership style (X1) partially has a significant effect on employee performance (Y) with a significance value of <0.001 which is smaller than 0.05, and a t-count value of 15.963 greater than t-table 1.675. In addition, the work culture variable (X2) also partially had a significant effect on employee performance (Y) with a significance value of <0.001 which was smaller than 0.05, and a t-count value of 11.187 greater than t-table 1.675.

Simultaneous (Test F)

With a significance level of 0.05, the table in this study is 3.18. The following are the results of the simultaneous processing of F test data using SPSS 27:

Table 7
Simultaneous Test (Test F)

ANOVA

Model		Sum of Squares	df	Mean Square	F	Mr.
	Regression	0.010	2	0.005	169.679	< 0.001
	Residual	0.002	51	0.000		
	Total	0.012	53			
a.	Dependent Variable: Y					

b. Predictors: (Constant), X2, X1	

Based on Table 7, it can be seen that independent variables (serving leadership style and work culture) simultaneously affect the dependent variable (employee performance). This is because the significance value of <0.001 is smaller than 0.05 and the f-count value of 169.679 is greater than the f-table of 3.12.

Coefficient of Determination

Table 8
Coefficient Analysis of Determination
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.932a	0.869	0.864	0.00551

a. *Predictors: (Constant),* X2, X1
b. *Dependent Variable*: Y

Based on Table 8, it is known that the determination coefficient is 0.869 or 86.9%. This shows that a servant leadership style and work culture contribute 86.9% to employee performance. The remaining 13.1% was influenced by other factors that were not studied in this study.

Based on the results of the descriptive analysis, the variable of the leadership style that serves is included in the "excellent" category with a percentage of 90.2%. This shows that the serving leadership style has been able to have a significant positive influence on employees at PT. Noor Abika Tours and Travel. The work culture variable is also included in the "very good" category with a percentage of 95.7%. This very high percentage indicates that the work culture at PT. Noor Abika Tours and Travel is in a very positive condition, reflecting the company's core values in various aspects of operations and work interactions, and creating a work environment that is consistent with the company's values. In addition, the employee performance variable is also included in the "very good" category with a percentage of 90.3%. Overall, the performance of employees at PT Noor Abika Tours and Travel is high, with strong involvement and proactive initiatives in supporting and completing their tasks.

Analysis of Leadership Styles That Serve Employee Performance

In the relationship between the variables of leadership style that serve employee performance, leadership style significantly affects employee performance with a significance value of <0.001 less than 0.05, and a t-count value of 15.963 greater than t-table 1.675. Overall, a servant leadership style can have a positive impact on employee performance, this can be due to its supportive and empowering approach the statement put forward by Greenleaf in the research (Praseno & Supriyadi, 2022). This finding supports previous research by (Hayuni, 2023) who argues that implementing the concept of leadership that serves effectively, will have an impact on improving employee performance. The element of empowerment in servant leadership is a key factor

influencing the improvement of employee performance which marks the importance of empowerment in this leadership style.

Analysis of Work Culture on Employee Performance

The results of the T-test show that work culture has a significant effect on employee performance. With a significance value of < 0.001 which is smaller than 0.05 and a t-count value of 11.187 is greater than the t-table of 1.675. It can be concluded that work culture significantly affects employee performance. This is in line with the research of (Nurhadi, Ramlawati, & Serang, 2023) This states that a good work culture creates a positive work environment, which can trigger, direct, and support employee behavior to work with enthusiasm and enthusiasm to achieve optimal results. These findings also support research by (Sarah & Sjahri, 2023) This found that work culture plays a vital role in influencing employee performance, this is because a positive and healthy work culture will have a direct impact on employee productivity and overall performance.

The relationship between leadership style and work culture on employee performance has a positive influence. The results of the F test that has been carried out show that the significance value of <0.001 is smaller than 0.05. This shows that there is an influence between leadership style and work culture on employee performance. Overall, if the combination of a serving style of kemempinin is effective and a good work culture, then together it will create a conducive work environment. Which motivates employees to work better and achieve optimal results.

Conclusion

Based on the results of the study, the serving leadership style and work culture affect employee performance. This is supported by the results of hypothesis tests through the T-test and the F-test which show that these two factors both partially and simultaneously have a positive and significant effect. Therefore, it is recommended for leaders at PT. Noor Abika Tours and Travel continuously maintain and improve the servant leadership style and work culture, as both have a significant positive influence on employee performance. By reinforcing these aspects, companies can improve employee motivation, engagement, and work effectiveness, ultimately contributing to the achievement of overall organizational goals.

It is hoped that further research can expand the study of serving leadership styles by deepening the relationship and its impact on various aspects of the scope of business. In addition, it is hoped that the next research can include studies on similar research objects but with different variables, so that a deeper understanding of the factors affecting conditions in similar research objects can be obtained, especially in the context of Umrah and Hajj spiritual travel service companies.

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