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"The Effect of Servant Leadership and Organizational Culture on Employee Performance PT United Tractors"

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ABSTRACT

This study aims to determine the effect servant leadership and organizational culture towards employees of PT United Tractors. This study resulted in a significant effect of servant leadership and organizational culture on the employees of PT United Tractors. The effect of servant leadership is greater than organizational culture on performance.

Purpose To know the influence of influence servant leadership and organizational culture towards employees of PT United Tractors.

Method The research sample amounted to 340 and the survey was conducted online and processed using multiple linear regression.

Result This study produces a significant effect of servant leadership and organizational culture towards employees of PT United Tractors. The effect of servant leadership is greater than organizational culture on performance.

Limitation The research sample is limited and the object of research is only one company so that it cannot be generalized to other groups of companies. In addition, the use of multiple linear regression only produces a direct effect on the independent variable with the dependent variable so that the interaction between variables cannot be known.

Contribution This research is expected to provide additional references for research with the topic servant leadership and organizational culture on performance.

1. Introduction

Leadership is the backbone of organizational development because without good leadership it will be difficult to achieve organizational goals, even to adapt to

changes that are happening inside and outside the organization. Leadership is concerned with directing employees to do work. This is an important part of understanding work behavior. Several studies have shown that there is no one best way to lead subordinates. This depends on the leader, subordinates, and the situation at hand.

Research conducted by Dennis and Bocarnea (2015) explained that the leadership style is a step to persuade employees to be motivated. Besides transformational and transactional leadership, servant leadership has also been introduced through leadership research. Servant Leadership is defined as a leadership style that serves its employees. He will place the needs of his followers as top priority and treat subordinates as colleagues Dennis and Bocarnea (2015).

Dennis and Bocarnea (2005) explain the concept servant leadership is the most charismatic concept of leadership from a moral perspective. If previous researchers said that leadership style is one of the factors that can create performance motivation in its employees. So it should be servant leadership, which is also one of the leadership styles, theoretically able to create motivation for the performance of its employees.

Research conducted by Handoyo (2016). producing great leadership is a leader who serves, who can encourage or motivate others to continue to work. It can be interpreted that there is an effort made by a leader who uses servant leadership to motivate employee performance through the dimensions that are raised. However, in fact this leadership style has not received too much special attention because servant leadership is not yet widely used in companies.

Culture in an organization, both governmental and private organizations, reflects the appearance of the organization, how the organization is seen by people outside it. Organizations that have a positive culture will also show a positive image, and vice versa, if the organizational culture does not work well, it will give a negative image for the organization. Organizational culture needs to be developed in accordance with environmental developments and organizational needs. Organizational development must be directed at the creation of an achievement culture, namely the type of culture that encourages and respects people's performance. Achievement culture emphasizes the work done rather than just a role. People will cross roles to make work work and swap responsibilities when needed (Ilham; 2018).

Ilham (2018) states that organizational culture is a pattern of shared basic assumptions learned by groups when solving problems of external adaptation and internal integration that have functioned well enough to be considered correct and to be taught to new group members as the correct way to accept something, think and feel in relation to these problems. Organizational culture, based on the definition above, can be placed in the direction of values (values) and norms of behavior (behavioral norms). Organizational culture as value refers to everything in the organization that is considered highly valued, whereas as behavioral norms, organizational culture refers to how the elements (members) of the organization should behave (Ahmed and Saima;

Kerlinger and Padhazur (2002) in Rivai (2016: 57), the leadership factor has a very important role in improving employee performance because effective leadership provides direction to the efforts of all workers in achieving

organizational goals. The task of a leader must be able to mobilize and organize human resources in the organization to achieve organizational goals. Leaders must be able to become examples of subordinates in all activities in the organization.

Shaoping and Larry (2019) stated that the definition of servant leadership is leadership that arises from the heart of a leader as a sincere and pure feeling, then comes as an awareness that everyone wants and has the right to be served. This desire to serve should also be followed by a desire to serve others, following this desire to serve so it is possible for someone to emerge as a leader. On the one hand, the person takes responsibility as a leader, but at the same time he also tries to serve the people he leads, so that he becomes sensitive and cares about what the people he leads need.

The servant leadership theory is increasingly developing. One of them is the dimensions or values that are triggered by each servant leadership researcher, often different from one researcher to another. In this study, the values used as references are taken from the ideas of van Dierendonck (2011) in Shaoping and Larry (2019). These values include empowerment, standing back, accountability, forgiveness, courage, authenticity, humility, and stewardship.

AlTameemi and Alshawi (2016) identified another factor that affects performance is organizational culture. Organizational culture is a system of meanings, values and beliefs that are shared in an organization which becomes a reference for action and differentiates one organization from another. Organizational culture then becomes the main identity or character of the organization that is maintained and maintained. A strong culture is a very useful tool for directing behavior, because it helps employees to do a better job so that every employee early in his career needs to understand the culture and how that culture is implemented.

Fu, Jing and Jun (2018) identify that organizational culture is a habit that has lasted a long time and is used and applied in the life of work activities as one of the drivers to improve the quality of work of employees and company managers. Organizational culture is seen as a factor that has an influence on increasing organizational effectiveness. Organizational culture aims to change attitudes as well as behavior of existing human resources improve performance to face various challenges in the future.

2. Literature Review and Hypothesis Development

A. Literature review

The crucial factor for developing the quality of human resources in an organization or company is the leadership factor. Wenjing et al (2018) state that leadership used in the era of specialization and the pursuit of profit alone (often in the short term), is now not feasible and appropriate to be used in an era of knowledge and cohesiveness, a new approach to leadership, which can simultaneously improve personal growth of employees and improving the quality and service of institutions by striving for the personal involvement of each member of the organization in the decision-making process and ethical and responsible behavior requires a new approach in the world of leadership.

The involvement of leaders in an effort to improve work quality and employee behavior growth is applied in a leadership model known as servant

leadership (Rami et al; 2019). Servant leadership can be an alternative leadership in times of organizational change. According to the results of research conducted by Rami et al (2019) it proves that the servant leadership construct is unidimensionality, which means that this construct is a complete construct. The most important servant leadership construct stated by Nathan et al (2018) is that servant leadership is based on the main responsibility for serving subordinates by placing the interests of subordinates above the leader's interests.

The application of servant leadership in organizations is basically to improve the performance of subordinates or employees, this is in accordance with the results of research conducted by Sumedha et al (2017) which states that the application of servant leadership has an influence on employee performance with the information that the main characteristics that distinguish between serving leadership with other leadership models, the desire to serve comes before the desire to lead. The challenge to become a leader who serves is in the level of ability to start by making changes in attitudes, perspectives, and behavior first.

Robbins and Judge (2016) explain that leadership essentially must provide opportunities for subordinates to succeed and be committed to helping subordinates to achieve that success. A good boss believes that this should be done and is an integral part of his attitude and behavior. The concrete impact if the changes offered are factually felt by subordinates will have an increasing impact on the morale and morale of subordinates at all levels of the company. On an ongoing basis, it will contribute to the productivity of the company itself. Subordinates or workers will realize that they are getting proper treatment from their superiors,

Transformational leadership as a leader who has the power to influence subordinates in certain ways (Ilham; 2018). With the application of transformational leadership, subordinates will feel trusted, valued, loyal and respectful to their leaders. In the end, the subordinates will be motivated to do more than expected. Meanwhile, according to Robbins and Judge (2016: 322) transformational leadership is a leadership style used by a leader if he wants a group to widen its boundaries and have performance beyond the status quo or achieve an entirely new set of organizational goals. In principle, transformational leadership motivates subordinates to do better than what can be done.

The role of the leader in all organizational situations is a very strategic factor. Leaders with their leadership style will influence organizational strategy, both short and long term. Leaders must be able to manage the mindset of their employees to obey and carry out every job in accordance with applicable norms and rules. The leadership factor has a direct influence on organizational strategy, namely when planning (making policies and making decisions), implementing (implementing work) and evaluating (overall organizational performance).

Robbins and Judge (2016) identified a leader must have the ability to influence a group to achieve a vision or a certain set of goals. The source of this influence can be formal, such as that provided by the managerial positions in an organization. Because a management position has a formally recognized level of authority, a person can assume a leadership role simply because of his position in the organization.

Wenjing et al (2019) explained that servant leadership is one model of

leadership approach by positioning oneself as a "servant" by prioritizing others rather than oneself. The servant leadership model provides an opportunity for individuals in an organization to be able to actualize their potential core competences. Servant Leader positions himself as someone who is a "servant" to his workers in a business organization with the aim of empowering all the abilities of the workers and the goals and ideals of their work.

A good leader is expected by many people. When someone is appointed to be a leader, everyone will expect that the leader is a good leader and can protect anyone who is under his leadership. Robert K Greenleaf was the originator of the modern leadership movement in 1970 where he coined the term "a leader is a servant" (Sahat et al: 2018).

Fu, Jing and Jun (2018) explain that a leadership model like this is very efficient and effective because besides having a useful concept to be applied in its business, serving leadership has a strong principle of serving people, both service to employees, and also to the surrounding community as top and first priority. formulated that basically someone naturally wants to serve first, then a consciousness to lead arises. Thus, unlike leadership with a top-down hierarchical style approach, servant leadership emphasizes collaboration, trust, empathy, and the ethical use of power. The main emphasis is on developing people as more human individuals rather than on the power and position of oneself.

Shaoping and Larry (2019) say that a serving leader is a leader who prioritizes service, starting with the natural feeling of someone who wants to serve and to put service first. Furthermore, consciously, this choice brings aspiration and encouragement in leading others. This difference is evident from the attitude brought by the waiter, first is feeling confident that the highest needs of others are met. The main goal of a servant leader is to serve and meet the needs of others, that is, optimally, it should be the main motivation for leadership.

Serving leaders will ultimately develop individual attitudes around them with the hope of having the same attitude to serve well. Service leadership models prioritize employee development as the main thing and first, the leader is indirectly expected to direct the company towards long-term and sustainable success. This is the impact of changes in behavior serving subordinates that occur in sequential phases and take place continuously (Sahat et al; 2018).

Robbins and Judge (2016) state that the process of forming organizational culture goes through 4 stages, namely the first stage of interaction between leaders or founders of the organization with groups / individuals in the organization. In the second stage, the interaction gives rise to ideas which are transformed into artifacts, values and assumptions. The third stage is that the artifacts, values and assumptions will be implemented to form the organizational culture. The last stage is that in maintaining organizational culture, learning is carried out to new members in the organization.

According to Altameemi and Alshawi (2014) organizational culture is generally caused by the following factors: (1) The desire to make good things in the organization so that it can provide mutual enthusiasm in order to support the achievement of organizational goals. This culture is usually created by the leadership or employees who have a good commitment to the organization. (2) The desire to influence others in terms of thinking, behaving and behaving in accordance

with what the invitees want or those who influence.

Usually this has a negative element because other negative habits are expected to be followed. Such a culture usually exists in every organization because of the large opportunity for the development of a culture with these negative elements. In order for the organizational culture to function optimally, the organizational culture must be created, maintained and strengthened and even changed by management, and introduced to employees through a socialization process so that employee values and organizational values can be united. Through this socialization, employees are introduced to the goals, strategies, values and standards of organizational behavior, as well as information related to work (Ilham; 2018).

Organizational culture at its most basic concept is the patterns of assumptions that are shared about how work is done in an organization. The functions of organizational culture (Altameemi and Alshawi; 2018)) are as follows: (1) As an internal integration process in which organizational members can come together so that they will understand how to interact with one another. (2) As an external adaptation process where culture will determine how the organization meets its goals and deals with outsiders. This culture will determine the level of adaptation of the organization in responding to changing times, competition, innovation, and the best service for consumers

Robbins and Judge (2016) state that the valuable work output required by valuable workplace organizations can consist of work results, work behavior, and personal characteristics that have to do with work. performance in the organization of a company is the key to employee development. Performance appraisal is a way of measuring the contribution of employees to the company. The performance appraisal provides an overview of the employee's condition and at the same time can provide feedback for employees. Basically, performance appraisal is one of the key factors in developing an organization effectively and efficiently. A performance appraisal policy or program in an organization means that the organization has made good use of the human resources in the organization.

Sumarto and Andi (2016) further explain that performance is the result of work that can be achieved by a person or group of people in an organization, each in an effort to achieve the goals of the organization concerned legally, does not violate the law and is in accordance with morals or ethics. It would be better if the organization has specific goals that help the efforts of subordinates towards productive activities and partly because challenging goals encourage the efforts of subordinates to a higher level of doing work.

B. Hypothesis Development

Performance can be understood as one of the values obtained for work or the results of a person's actions as a form of consistent efforts to achieve organizational or company goals, indicators used to measure performance are quantity, quality, timeliness, attendance, ability to work together. Employee performance can be influenced by various factors, one of which is the leadership factor, in this case the concept of servant leadership, which is understood as a leadership concept that emphasizes the role of the leader as a servant to subordinates or employees, shown by the leader's efforts to build commitment and quality employee performance,

Servant Leadership as one of the management functions is very important to achieve organizational goals. Leadership is an activity in guiding a group so that the goals of the group are achieved, namely a common goal. According to Ilham (2018) leadership can be interpreted as the ability / strength to encourage a number of people (two or more people) to work together in carrying out activities that are directed at common goals.

Several research results show that the leadership set by a manager (leader) in an organization can create harmonious integration and encourage employee morale to achieve maximum goals. For that a leader must be more responsible and wise. The relationship between leadership style and performance occurs when effective leadership patterns will improve employee performance. This happens because leaders can direct company resources well so that company goals can be achieved (Fu, Jing and Jun (2018). Based on the descriptions of several researchers, the first hypothesis of this study is:

H1: Servant Leadership has a positive and significant effect on employee performance

Company culture is a tool in interpreting the life and behavior of the organization. A strong culture is a very useful tool for directing behavior, because it helps employees to do a better job so that every employee at the beginning of his career needs to understand the culture and how that culture is implemented (Ahmed and Saima (2014). To see the relationship between organizational culture With performance, one thing that becomes the basis is the influence of the essence of values in organizational culture that affects the values, attitudes and behavior of members of the organization.

To maintain the survival of this organization, the organization must be able to develop the potential of human resources and tighten the culture so that it is able to adapt to change. A strong work culture can create a conducive work atmosphere, so that the quality of work will be improved, which is the key to success for an organization or company.

The work culture that is owned will be very valuable for the company and for employees (Ilham; 2018). In order for the organizational culture to function optimally, the organizational culture must be created, maintained and strengthened and even changed by management, and introduced to employees through a socialization process so that employee values and organizational values can be united. Through this socialization, employees are introduced to the goals, strategies, values and standards of organizational behavior, as well as information related to work.

Effective socialization (Nelson & Quick in Nurfarhati 2019) will produce employees who have a better level of adjustment, which will reduce the desire to leave the organization, improve employee performance. In addition, Luthans revealed that high job satisfaction often results in lower rates of work accidents and less time to study work-related tasks. So that the second hypothesis proposed in this study are:

H2: organizational culture has a positive and significant impact on employee performance

Organizational culture is a philosophy, ideology, values, assumptions,

beliefs, hopes, attitudes and norms that are shared and binding in a particular community. Specifically, the culture in the organization will be determined by the conditions of the team work, leaders and characteristics of the organization as well as the current administration process (Robbins and Judge 2016; 276). So that the implementation undermines the agreement within the organization.

Servant leadership is a leadership concept that serves members of the organization, so that in practice it requires a leadership attitude that is not only firm in leading but also has a serving attitude in the sense of listening to input from each organization and being able to lead the organization with a serving attitude. Nelson & Quick in Nurfarhati (2019) explained in their research that organizational culture in research besides having a direct influence on performance variables also functions as a mediating variable for servant leadership variables. This means that organizational culture variables when interacted with servant leadership variables will increase the influence of servant leadership variables. This is reinforced by research conducted by Sumarto and Andi (2016) which results that organizational culture variables are full mediating variables for servant leadership when measuring the effect on performance. So that the formulation of the third hypothesis of this study are:

H3: The interaction between Servant Leadership and Organizational culture strengthens the influence on performance

3. Research Methods

This research was conducted on employees of PT United Tractors Tbk (UT). The determination of the number of research samples followed the Slovin formula (Ghozal; 2011) so that the number of research samples as many as 388 respondents. 340 complete and processed questionnaires (88%). The analytical tool used is multiple linear regression.

The independent variable used *Servant Leader*(X1) refers to Shaoping and Larry, (2019), organizational culture (x2) refers to AlTameemi and Alshawi, (2016) and performance (y) refers to Ahmed and Saima (2018).

4. Results and Discussion

Most of UT employees are male as much as 79% and only 21% female. This indicates that if you look at the characteristics of companies that sell heavy equipment, the majority of men are needed to go into the deep field to raise heavy equipment to the client. Female workers mostly do administrative tasks at the head office and branch offices throughout Indonesia.

The young age group of UT employees between 29 to 34 years is 44% and the age group 23 to 28 years is 30%. This indicates that the majority of UT's employees are young in accordance with the demands of work that require more participation in sites such as mining and large plantations in various regions in Indonesia. The level of high education undergraduate and postgraduate is 86%. It can be concluded that the level of education is what UT prioritizes to be able to work with others as a team at UT.

The results of the regression calculations are in the following table:

Hypothesis	Coefficient	t-value	sig	Conclusion	R Square
H1 servant leadership → performance	.232	3,477	.006	Supported	.650

H2 Organizational culture → performance	.202	3,038	.011	Supported	
H3: servant leadership x organizational culture → performance	.437	2,773	.023	Supported	

Servant leadership has a relatively strong influence on UT employee performance. It is known that the regression coefficient value is 0.215. This coefficient can be interpreted if the servant leadership increases by one unit it will increase UT employee performance by 0.215. These results reinforce the research conducted by Wenjing et al (2018) and research conducted by Shaoping and Larry (2019) which also produce organizational culture variables which are the factors that dominate performance formation.

The servant leadership variable consists of several sub variables including action, empathy, wisdom, finding solutions, growing, being social, visionary and serving. Based on the calculation, it is known that the average score shows that servant leadership is going well in the UT work environment. This is evidenced by the average score for the servant leadership variable of 4.005, meaning that in the agreed interval.

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the sub variable of servant leadership, namely growing into the sub variable with the highest score. This means that leaders at UT are able to foster leadership attitudes to subordinates by providing good moral examples, feeling part of the company and always trying to make their work useful for the company.

The sub-variable that has a high score with a score of 4.119 is the variable looking for a solution. This indicates that the type of leadership who serves is felt to be able to provide solutions to problems that occur in the UT work environment. The indication of this can be seen from the indicator that the leader is always sensitive to the problems that occur, so that he is able to anticipate them well. Another attitude that stands out is the willingness of the leader to help find solutions to problems faced by subordinates. The attitude shown by a well-served and well-accepted leader will improve the performance of an organization (Wenjing et al; 2018).

Leaders who work with a serving attitude and are close to their subordinates will form strong teamwork. The impact of strong cooperation will bring the organization to develop and have good performance. This can happen because leaders are central to the driving force of the organization (Shaoping and Larry; 2019).

However, there is still a low score, namely the sub-variable of empathy with a score of 3,793. This low score is because subordinates give low scores on the indicators of empathy. Employees claim that the leader is not the first person to meet if there is a problem. This happens because employees feel that problems can be resolved by themselves and other factors due to prestige (Dennis and Bocarnea:

2015). Ahmed and Saima (2018) in their research also produce relatively low empathy values. The low value of empathy was identified because of psychological barriers (prestige, feeling afraid and feeling less competent). This situation can be corrected with a non-formal approach that is often used by leaders to strengthen the relationship between leaders and subordinates (Shaoping and Larry; 2019)

If these results are linked with a qualitative answer, there is agreement because the average servant leadership score is 4,005 in the agreed category. This means that servant leadership is seen as a suitable type of leadership to be applied at UT. The most prominent attitude of servant leadership at UT is being able to cultivate new prospective leaders because employees consider existing leaders to be good moral examples for employees.

However, the leader's empathy needs to be improved by building informal relationships between leaders and subordinates. This happens because subordinates if there is a problem do not immediately report to their superiors because there are psychological obstacles such as fear of being said to be less competent. This should be avoided by means of the leader regularly holding informal meetings with his subordinates.

Organizational culture has a lower regression coefficient of 0.199 when compared to the leadership variables. The regression coefficient number can be interpreted that if the organizational culture increases by one unit, the UT employee performance will increase by 0.199. This result is in line with the research conducted by Ahmed and Saima (2018) which places that organizational culture has a lesser influence than servant leadership.

When compared with qualitative answers, the average score for organizational culture is 4,180. This figure indicates that UT employees have a relatively good knowledge of organizational culture. This is evidenced by an average score of more than 4 for indicators that UT employees try to complete work on time and try to produce better work and have a great sense of responsibility in achieving company targets and goals.

The company organizational culture must be well understood by the company in order to be the driver of the company to achieve its performance. Research conducted by Wenjing et al (2018) explains that organizational culture is a common pattern of assumptions learned by groups when solving problems of external adaptation and internal integration that have functioned well enough to be considered correct and to be taught to group members. new as the correct way to receive something, think and feel in relation to these problems. An organizational culture that is well understood by UT employees will encourage the organization to move in accordance with organizational rules in order to achieve common organizational goals.

Thus, organizational culture becomes the direction of values (values) and norms of behavior (behavioral norms). Organizational culture as value refers to everything in the organization that is considered highly valued, whereas as behavioral norms, organizational culture refers to how organizational elements (members) should behave (Wenjing et al; 2018).

The interaction between servant leadership variables and organizational culture resulted in a regression coefficient of 0.416. This means that the interaction that increases by one unit will increase the performance of UT employees by 0.416.

The implication of this regression coefficient is that the performance of UT employees will increase twofold if the appropriate combination of servant leadership and organizational culture is carried out. Leadership that serves by providing good moral examples and willing to listen to the voices of subordinates will form a strong sense of responsibility and so that employees are motivated to work on time, work better, better work performance so that company goals are achieved.

5. Conclusions and implications

The hypothesis which states that servant leadership has a positive and significant effect on employee performance is proven. This is known because the error value is still acceptable. The implication of accepting this hypothesis is the attitude of the leader who serves as a central point for improving the performance of UT employees.

The hypothesis which states that organizational culture has a positive and significant effect on employee performance is proven. This is known because the error value is still acceptable. The implication of accepting this hypothesis is that the understanding of UT's organizational culture that works on time with a full sense of responsibility is also able to improve employee performance.

The hypothesis which states that the interaction between Servant Leadership and organizational culture strengthens the influence on proven performance. This is known because the error value is still acceptable. The implication of accepting this hypothesis is that the attitude of a leader who is willing to listen to the language and become a good moral example for employees will create a sense of responsibility so as to encourage employees to excel at work.

The implication of this research is that the type of servant leadership must be maintained by increasing the empathy of UT leaders. This can be done by holding informal meetings such as joint sports and corporate gatherings. This activity is able to form informal communication so that employees have a personal closeness with their leaders. So that if there are difficulties, employees do not feel reluctant to discuss with the leader, so that problem solving can be done quickly.

UT's strong organizational culture, namely SOLUTION (Serve, Open Mind, Leading, Uniqueness, Totality, Innovative, Organized, Networking) needs to be maintained and enhanced through training and self-development of its employees. This training is important so that employees can understand their respective roles so that the SOLUTION organizational culture becomes a guideline for the implementation of work in the UT environment.

Limitation and Further Study

This study has limitations in the use of analytical tools. Research registers using a structural equation model, so that the interaction between indicators and subvariables can be identified, resulting in a more comprehensive analysis.

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