

## **Enhancing Employee Performance through Servant Leadership: A Quantitative Study in a Jakarta-Based Technology Firm**

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### **Abstract**

This study aims to analyze the impact of servant leadership on employee performance at PT X, a technology company operating under a B2B2C business model in Jakarta, Indonesia. Employing a quantitative approach, the research involved 102 respondents from a total population of 130 employees, selected using the Isaac and Michael table. Data were collected through a questionnaire rigorously tested for validity and reliability, and analyzed using normality tests and simple regression analysis. The findings reveal that servant leadership positively influences employee performance by 17.6%. The respondent profile indicates that the majority are aged 25–28 years, hold a bachelor's degree, and have no children. The highest indicator of servant leadership is the manager's emphasis on collective well-being, scoring 4.03, while the highest indicator of employee performance is openness to new ideas and suggestions, scoring 4.43. This study provides managerial implications for enhancing leadership practices to support employee performance in technology-driven companies. Theoretically, this study contributes to the growing body of research on servant leadership by empirically validating its influence on employee performance within the context of a modern B2B2C technology firm, addressing a gap in literature related to leadership effectiveness in digitally oriented organizational models.

**Keywords** : Human Resources, Servant Leadership, Employee Performance, B2B2C, Technology

### **Introduction**

The success and survival of a company in fierce global competition is highly dependent on human resources as its main strategic asset. Challenges in human resource management often arise, especially in ensuring optimal employee performance. The underperformance phenomenon identified by Aliekperova and Aliekperov (2023) is one of the main obstacles in achieving the organization's strategic goals, including maintaining a competitive position in market share. Therefore, optimal employee performance is the key to achieving company goals. This level of performance is influenced by many things, one of which is that leadership style plays a very significant role, namely in addition to managing tasks but also forming culture, motivation, and developing employee potential (Eva et al., 2019).

In recent decades, the concept of *servant leadership* has gained widespread attention among academics and practitioners. Introduced by Robert K. Greenleaf in 2002, *servant leadership* is seen as a philosophy and leadership approach that places service to others,

especially to subordinates or members of the organization, as a top priority. Unlike traditional leadership approaches that generally emphasize hierarchical power and control, *servant leadership* focuses on efforts to encourage growth, improve well-being, and empower the individuals being led (Greenleaf, 2002; Van Dierendonck, 2019). Greenleaf (2002) and Van Dierendonck (2019) emphasize that the main characteristics of *servant leadership* include empathy, active listening skills, self-awareness, persuasion, conceptual thinking, foresight, *stewardship*, commitment to developing individual potential, and creating an inclusive community (Liden et al., 2008). Thus, *servant leadership* is not only oriented towards organizational results, but also towards developing the quality of relationships between individuals in the organization.

Several empirical studies have shown a positive relationship between the implementation of *servant leadership* and various beneficial outcomes, both at the individual and organizational levels. These outcomes include increased job satisfaction, organizational commitment, organizational citizenship behavior, and, most importantly, employee performance (Eva et al., 2019; Sendjaya et al., 2019). Leaders who adopt the principles of *servant leadership* tend to build a work environment based on trust, respect, support, and fairness (Mayer et al., 2008). Such environmental conditions, in the end, are able to motivate employees to work more effectively, innovatively, and productively (Eva et al., 2019). Nevertheless, the existing literature often generalizes the impact of servant leadership without isolating its effectiveness in rapidly evolving technology sectors, particularly within emerging markets like Indonesia, which further emphasizes the significance of this study.

The hypothesis can be formulated as follows based on a review of relevant literature and used as a reference:

**H1** : Employee performance at PT X is positively influenced by Servant Leadership.

The research model based on the hypothesis is as follows:

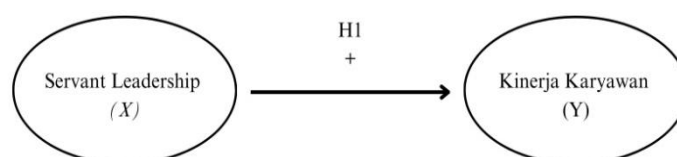


Figure 1. Research Model

PT X, a technology startup company, realizes the importance of the role of leadership in driving the performance of its employees to achieve the company's strategic targets. Given the potential benefits of the servant leadership approach that have been demonstrated by various studies (Eva et al., 2019; Van Dierendonck, 2019), it is relevant to examine in more depth how the implementation of this leadership style correlates with employee performance specifically in the context of PT X.

Therefore, the purpose of this study is to evaluate the influence of servant leadership on employee performance at PT X. The results of this study are expected to provide an empirical understanding of the effectiveness of servant leadership in the PT X environment and provide constructive input for company management in developing leadership practices

that can support sustainable employee performance improvement. Moreover, the study aims to strengthen the theoretical understanding of servant leadership by contextualizing its impact in digital-oriented, millennial-dominated workforces within Southeast Asia.

## Methods

The purpose of this quantitative study is to determine how Servant Leadership as an independent variable and as a dependent variable affects employee performance. Located at Jl. HR Rasuna Said No. Kav. 62, Kuningan, Karet Kuningan, Setiabudi District, South Jakarta City, Special Capital Region of Jakarta 12920, PT X is the location of the study. The study was conducted from March to April 2025. To find out how much influence the staff leader (X) has on employee performance (Y) at PT X, quantitative data types are used, consisting of numbers. The data for this study came from a questionnaire distributed to all employees of PT X, totaling 130 people. The questionnaire was distributed directly via company internal email and hard copies during scheduled department meetings to ensure all employees received equal opportunity to participate. The researcher coordinated with the Human Resources Division to gain access to employee lists and distribution schedules, and responses were collected over a three-week period to maximize participation. To reduce bias and increase population representation, a simple random sampling method was used. The researcher determined the number of samples as many as 102 people who answered based on the Krejcie and Morgan (1970) table reference with a confidence level of 95%.

## Results and Discussion

The population in this study consisted of employees from various divisions at PT X. A total of 102 respondents were successfully collected and all met the eligibility criteria for further analysis. The respondent profile based on age shows that most are between 25 and 28 years old, with a total of 30 people (29.4%). In terms of gender, the distribution of respondents is balanced, namely 51 are male and 51 are female. Judging from the last level of education, the majority of respondents are Bachelor's graduates (S-1) as many as 79 people (77.5%). When viewed from marital status, most respondents are married, as many as 49 respondents (48%). Meanwhile, in terms of child ownership, the majority of respondents do not have biological children, recorded as many as 62 people (60.8%).

### Validity Test

Instrument testing and data processing were conducted using SPSS version 30. The test results showed that all indicator items were valid because the Employee Performance and Employee Leader variables had values  $<0.05$ .

### Reliability Test

The reliability test shows that the employee performance variable has a Cronbach's alpha of 0.813, or 81.3%, and the employee leadership variable has a Cronbach's alpha of 0.935, or 93.5%. The conclusion is that all indicator items in Servant Leadership and Employee Performance are reliable because they have a value of  $>0.6$ .

## Normality Test

Table 1. Normality Test

		Unstandardized Residual
N		102
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	3.49337165
Most Extreme Differences	Absolute	.062
	Positive	.062
	Negative	-.041
Test Statistics		.062
Asymp. Sig. (2-tailed)		.200 <sup>c,d</sup>

The results of the Kolmogorov Smirnov test show that the data used in this study have a normal distribution and have a significance value of more than 0.05, which is 0.2. Therefore, it can be concluded that the data used in this study can be used for further research.

## Coefficient of Determination

Table 2. Determination Coefficient Test

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.419 <sup>a</sup>	.176	.168	3.51080

After testing the reliability and validity, the researcher tested the data with Simple Linear Regression Test. The coefficient of determination R square is known to be 0.176, or 17.6%, which indicates that the staff leader has a 17.6% effect on employee performance. 82.4 percent of the total is influenced by additional components that are not studied and based on previous research.

## F Test

Table 3. F-test

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	262,893	1	262,893	21,329	.000 <sup>b</sup>

Residual	1232.568	100	12,326
Total	1495.461	101	

Table 3 shows the F value of 21.329 with a significance level of 0.000, which indicates that the significance level is less than 0.05, which indicates that H1 is accepted and can predict how employee performance is influenced by staff leaders.

### Simple Linear Regression Test

Table 4. Simple Linear Regression Test  
Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	22,545	2,250		10,018	.000
	SL_Total	.148	.032	.419	4.618	.000

Table 4 shows a constant of 22.545 and a regression coefficient of 0.148. The regression equation based on these values is as follows:

$$Y = a + bX$$

$$\text{Performance} = 22.545 + 0.148 \text{ Servant Leadership}$$

Information:

22,545 : Constant

Y : Performance

X : Servant Leadership

0.148 : Regression Coefficient of Independent Variable

Based on the validity test, all items in the servant leadership and employee performance variables are declared valid, with a significant value of less than 0.05 for each item. The reliability test shows that the servant leadership variable gets a Cronbach Alpha value of 0.935, while employee performance gets a Cronbach Alpha value of 0.813. Both of these values exceed the threshold of 0.6, so the instruments for both variables are declared reliable.

With a sig value of 0.2 above 0.05, the normality test using the Kolmogorov-Smirnov method shows that the data is normally distributed. The results of the simple regression test show that servant leadership has a significant correlation with employee performance, with a contribution of 17.6%. Producing the following regression equation:

$$Y = 22.545 + 0.148X$$

### Information:

Y : Employee Performance

X : Servant Leadership

22,545 : constant

0.148 : regression coefficient of independent variable

This equation shows that employee performance will increase by 0.148 units per unit increase in servant leadership. The contribution of servant leadership to employee performance is 17.6%, and other variables outside this study affect 82.4%.

### Discussion

The results of this study confirm a positive correlation between servant leadership and employee performance, in line with the findings of Khan et al. (2024). The effect of 17.6% indicates that service-oriented leadership practices, such as empowerment and attention to employee needs, can increase productivity and work quality. This supports the theoretical framework of servant leadership, which emphasizes the role of leaders in prioritizing employee growth and well-being as a means to enhance organizational performance (Greenleaf, 2002; Liden et al., 2008). The finding also aligns with social exchange theory, where perceived supportive leadership fosters reciprocal behaviors such as greater commitment and work effort from employees. The respondent profile, which is dominated by young employees (25-28 years old) and highly educated (S-1), reflects the characteristics of the workforce in the B2B2C technology industry, which tends to be responsive to leadership styles that support autonomy and self-development.

The balanced gender distribution indicates that the influence of servant leadership is not affected by gender factors, so this practice can be applied universally in the workplace. The majority of respondents who do not have children (60.8%) are likely to have greater time flexibility, which may increase their response to leadership initiatives that focus on professional development. However, the influence of servant leadership of only 17.6% indicates that other factors, such as organizational culture, compensation, or workload, also play a significant role in employee performance. This partial effect suggests that while servant leadership may act as a foundational leadership style, it likely needs to be complemented by systemic organizational support mechanisms to produce a broader impact (Canavesi & Mineli, 2022; Batool et al., 2022).

The highest indicator in servant leadership is the manager's concern for the good of the whole (score 4.03), which reflects that employees value a leadership approach that is oriented towards collective values. In contrast, the lowest indicator, namely the manager's empathy for the surrounding situation (score 3.39), indicates the need for increased emotional sensitivity in leadership practices. In the employee performance variable, the highest indicator is openness to suggestions and new ideas (score 4.43), which is consistent with the characteristics of young, innovative employees. However, the lowest indicator, namely performance comparison with other employees (score 3.70), indicates that employees may be less confident in evaluating their performance competitively.





## Conclusion

This research concludes that servant leadership has a positive correlation with employee performance at PT X, with a contribution of 17.6%. This result confirms that a leadership style that focuses on service and empowerment can improve employee productivity and work quality, especially in the context of B2B2C technology companies. The regression equation  $Y = 22.545 + 0.148X$  shows a significant linear relationship between the two variables. As a managerial implication, managers at PT X are advised to strengthen servant leadership practices, especially by increasing empathy towards employee situations, considering that the empathy indicator has the lowest score (3.39). Leadership training that emphasizes emotional sensitivity can help managers connect more with their IT. In addition, to support employee performance, the company can develop professional development programs that encourage openness to new ideas, which is a key strength of employees based on the highest scores. To address the weakness in performance comparison, the company can introduce a more transparent and supportive performance appraisal system, so that employees feel more confident in evaluating their contributions. Theoretically, this study reinforces the conceptual foundation of servant leadership by providing empirical evidence that even in digitally driven and millennial-dominated B2B2C environments, service-oriented leadership fosters employee performance. These findings contribute to the expansion of servant leadership theory by validating its relevance beyond traditional organizational settings, especially in emerging markets such as Indonesia.

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