

Pengaruh *Organizational Culture, Employee Engagement, dan Servant Leadership* terhadap Kinerja Karyawan

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Abstrak

Penelitian ini bertujuan untuk menganalisis pengaruh budaya organisasi, employee engagement, dan servant leadership terhadap kinerja karyawan pada PT Yakult Indonesia Persada Madiun. Penelitian menggunakan pendekatan kuantitatif dengan pengumpulan data melalui kuesioner kepada responden yang merupakan karyawan perusahaan. Hasil penelitian menunjukkan bahwa budaya organisasi berpengaruh positif dan signifikan terhadap kinerja karyawan, di mana nilai-nilai organisasi seperti kerja sama, integritas, dan inovasi menciptakan lingkungan kerja yang kondusif bagi produktivitas. Employee engagement juga terbukti berpengaruh signifikan terhadap peningkatan kinerja, di mana keterhubungan emosional dan kognitif karyawan mendorong loyalitas dan komitmen terhadap tujuan organisasi. Selain itu, servant leadership merupakan faktor paling dominan dalam meningkatkan kinerja karyawan, karena kepemimpinan berbasis pelayanan, empati, dan pemberdayaan mampu membangun motivasi intrinsik serta kepercayaan dalam tim kerja. Temuan ini mengimplikasikan pentingnya strategi holistik yang menekankan budaya kerja positif, keterlibatan karyawan yang tinggi, serta gaya kepemimpinan yang melayani dalam upaya peningkatan kinerja.

Kata Kunci: Budaya Organisasi, Keterlibatan Karyawan, Kepemimpinan yang Melayani, Kinerja Karyawan

Abstract

This study aims to analyze the influence of organizational culture, employee engagement, and servant leadership on employee performance at PT Yakult Indonesia Persada Madiun. The research employed a quantitative approach by collecting data through questionnaires distributed to the company's employees. The results reveal that organizational culture has a positive and significant effect on employee performance, where organizational values such as collaboration, integrity, and innovation foster a conducive work environment that enhances productivity. Employee engagement also demonstrates a significant influence, as employees who are emotionally and cognitively connected to their work tend to show higher loyalty, enthusiasm, and commitment to achieving organizational goals. Moreover, servant leadership is identified as the most dominant factor in improving performance, since leadership based on service, empathy, and empowerment effectively builds intrinsic motivation and trust within the team. These findings imply that efforts to improve employee performance should be directed toward a holistic strategy that emphasizes a strong organizational culture, high employee engagement, and a servant leadership approach.

Keywords: Organizational Culture, Employee Engagement, Servant Leadership, Employee Performance

A. Introduction

Human resources (HR) are a strategic asset that determines the success of an organization. Companies that are able to manage HR effectively not only enhance productivity but also sustain competitiveness amidst increasingly intense business rivalry. Employee performance is considered one of the main indicators of organizational success, as it directly contributes to achieving corporate goals, operational efficiency, and service quality (Suryani et al., 2023).

However, challenges in maintaining employee performance remain prevalent. This situation is also evident at PT Yakult Indonesia Persada Madiun, which over the past three years has experienced a significant decline in various aspects such as productivity, distribution punctuality, customer satisfaction, and compliance with work procedures. Moreover, rising levels of absenteeism, tardiness, and customer complaints highlight multidimensional problems in employee performance.

Several factors are presumed to influence this condition, including organizational culture, employee engagement, and leadership style. A strong organizational culture is believed to align individual goals with organizational objectives, thereby fostering motivation and enhancing performance (Astuti, 2022). Employee engagement, which reflects employees' emotional and cognitive attachment to their work, also plays a crucial role in driving productivity and loyalty (Simbolon, 2019). Meanwhile, servant leadership, as a leadership style focused on service and employee empowerment, is considered capable of creating a more collaborative work environment and supporting individual potential development (Eva et al., 2019).

Although previous studies have demonstrated a positive and significant relationship between these three factors and employee performance, the findings remain inconsistent. Such discrepancies create a research gap that warrants further investigation. Therefore, this study aims to examine the influence of organizational culture, employee engagement, and servant leadership on employee performance at PT Yakult Indonesia Persada Madiun.

B. Method

1. Research Design

This study employed a quantitative research design using a survey method to examine the influence of organizational culture, employee engagement, and servant leadership on employee performance. The design followed the stages of problem identification, development of theoretical framework and hypotheses, data collection, and statistical analysis (Sekaran & Bougie, 2016).

2. Research Site and Duration

The research was conducted at PT Yakult Indonesia Persada Madiun, located in Madiun, East Java, Indonesia. The study took place over a period of four months, from April to July 2025.

3. Population and Sample

The population consisted of all 85 employees of PT Yakult Indonesia Persada Madiun, covering various job positions such as branch manager, supervisors, sales drivers, customer development staff, administrative staff, marketing staff, technical staff, logistics, and HR personnel. Since the population size was relatively small, the study applied a census method (saturated sampling technique), thereby including the entire population as the sample (Sugiyono, 2023).

4. Variables and Operational Definitions

The study involved three independent variables: organizational culture (X1), employee engagement (X2), and servant leadership (X3); and one dependent variable: employee performance (Y). Each variable was measured using validated indicators from prior studies and assessed through a four-point Likert scale (1 = strongly disagree to 4 = strongly agree).

- a) Organizational culture: values, norms, and practices guiding employee behavior (Sumartik et al., 2022).
- b) Employee engagement: vigor, dedication, and absorption in work (Bakker & Salanova, 2006).
- c) Servant leadership: leadership emphasizing service, empowerment, and trust (Siahaan, 2024).
- d) Employee performance: outcomes in terms of quantity, quality, timeliness, creativity, and responsibility (Simamora, 2015).

5. Data Collection

Primary data were collected using a structured online questionnaire distributed via Google Forms. The questionnaire consisted of items derived from the operational definitions of the study variables.

6. Research Instrument

The questionnaire applied a modified four-point Likert scale (1 = strongly disagree, 4 = strongly agree), which eliminates neutral responses and provides more accurate data capture (Rohmad & Sarah, 2021).

7. Data Analysis

The collected data were analyzed using descriptive statistics and inferential statistical techniques with the assistance of SPSS software. The analytical steps included:

- a) Validity and Reliability Testing: Validity was assessed through corrected item-total correlation, while reliability was measured using Cronbach's Alpha, with a threshold of ≥ 0.70 considered acceptable (Ghozali, 2021).
- b) Classical Assumption Tests: Normality (Kolmogorov–Smirnov test), multicollinearity (VIF < 10), and heteroscedasticity (Glejser test) were conducted to ensure data suitability for regression analysis.

- c) Multiple Linear Regression Analysis: To examine the effects of organizational culture, employee engagement, and servant leadership on employee performance. The regression model used was:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Where Y= employee performance, X₁= organizational culture, X₂= employee engagement, X₃= servant leadership, and e= error term.

- d) Hypothesis Testing: The t-test was applied to examine the partial effect of each independent variable on the dependent variable at a 5% significance level.
- e) Coefficient of Determination (R²): Used to evaluate the explanatory power of independent variables in predicting employee performance

C. Results and Discussions

1. Descriptive Statistic

Table 1. Descriptive Statistic

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
<i>Organizational Culture</i>	85	17	48	39.59	5.850
<i>Employee Engagement</i>	85	13	36	29.89	4.304
<i>Servant Leadership</i>	85	25	60	48.33	6.990
Kinerja Karyawan	85	27	60	48.31	6.579
Valid N (listwise)	85				

Source: Data processed SPSS 27 (2025).

The descriptive analysis of 85 respondents shows that Organizational Culture has a mean of 39.59 (SD = 5.850), indicating a moderately high perception with medium variation. Employee Engagement records a mean of 29.89 (SD = 4.304), reflecting relatively strong and consistent involvement. Servant Leadership has a mean of 48.33 (SD = 6.990), suggesting a generally high practice with wider variation. Finally, Employee Performance yields a mean of 48.31 (SD = 6.579), showing that overall performance is rated high with moderate variation.

2. Validity Test

Table 2. Validity Test

Variabel	Item	r _{hitung}	r _{tabel}	Keterangan
<i>Organizational Culture (X₁)</i>	1	0,676	0,213	Valid
	2	0,650	0,213	Valid
	3	0,697	0,213	Valid
	4	0,709	0,213	Valid
	5	0,627	0,213	Valid
	6	0,688	0,213	Valid
	7	0,717	0,213	Valid
	8	0,642	0,213	Valid
	9	0,636	0,213	Valid
	10	0,712	0,213	Valid
	11	0,720	0,213	Valid
	12	0,753	0,213	Valid
<i>Employee Engagement (X₂)</i>	1	0,788	0,213	Valid
	2	0,663	0,213	Valid
	3	0,775	0,213	Valid
	4	0,747	0,213	Valid
	5	0,603	0,213	Valid
	6	0,794	0,213	Valid
	7	0,754	0,213	Valid
	8	0,832	0,213	Valid
	9	0,832	0,213	Valid
<i>Servant Leadership (X₃)</i>	1	0,594	0,213	Valid
	2	0,706	0,213	Valid
	3	0,831	0,213	Valid
	4	0,769	0,213	Valid
	5	0,712	0,213	Valid
	6	0,646	0,213	Valid
	7	0,664	0,213	Valid
	8	0,581	0,213	Valid
	9	0,696	0,213	Valid
	10	0,844	0,213	Valid
	11	0,804	0,213	Valid
	12	0,688	0,213	Valid
	13	0,844	0,213	Valid
	14	0,804	0,213	Valid
	15	0,688	0,213	Valid
Kinerja Karyawan (Y)	1	0,771	0,213	Valid
	2	0,693	0,213	Valid
	3	0,593	0,213	Valid
	4	0,551	0,213	Valid
	5	0,739	0,213	Valid

Variabel	Item	r_{hitung}	r_{tabel}	Keterangan
	6	0,805	0,213	Valid
	7	0,772	0,213	Valid
	8	0,780	0,213	Valid
	9	0,809	0,213	Valid
	10	0,782	0,213	Valid
	11	0,717	0,213	Valid
	12	0,584	0,213	Valid
	13	0,238	0,213	Valid
	14	0,369	0,213	Valid
	15	0,349	0,213	Valid

Source: Data processed SPSS 27 (2025).

The validity test results indicate that all items in the Organizational Culture (X1) variable show correlation coefficients ranging from 0.627 to 0.753, which are above the critical r-table value. This confirms that all items for this variable are valid. Similarly, for the Employee Engagement (X2) variable, the nine items display correlation coefficients between 0.603 and 0.832, all exceeding the r-table threshold, thereby establishing their validity.

3. Reability Test

Table 3. Reability Test

Variabel	N	Cronbach's Alpha	Keterangan
<i>Organizational Culture</i>	12	0,896	Reliabel
<i>Employee Engagement</i>	9	0,904	
<i>Servant Leadership</i>	15	0,929	
Kinerja Karyawan	15	0,895	

Source: Data processed SPSS 27 (2025).

The reliability analysis shows that all research variables achieved high Cronbach's Alpha values. Organizational Culture (12 items) scored 0.896, Employee Engagement (9 items) scored 0.904, Servant Leadership (15 items) scored 0.929, and Employee Performance (15 items) scored 0.895. Since all values exceed the minimum threshold of 0.70, the instruments demonstrate strong internal consistency and are considered reliable for this study.

4. Normality Test

Table 4. Normality Test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		86
Normal Parameters ^{a,b}	Mean	.2225074
	Std. Deviation	2.44952495
Most Extreme Differences	Absolute	.087
	Positive	.068
	Negative	-.087
Test Statistic		.087
Asymp. Sig. (2-tailed) ^c		.156
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		

Source: Data processed SPSS 27 (2025).

The One-Sample Kolmogorov-Smirnov test yielded an Asymp. Sig. (2-tailed) value of 0.156, which is greater than the 0.05 significance level. This indicates that the residuals are normally distributed, thereby fulfilling the normality assumption and confirming that the data are suitable for linear regression analysis.

5. Multicollinearity Test

Table 5. Multicollinearity Test

Coefficients ^a		Collinearity Statistics	
		Tolerance	VIF
1	<i>Organizational Culture</i>	.535	1.871
	<i>Employee Engagement</i>	.678	1.475
	<i>Servant Leadership</i>	.658	1.519
a. Dependent Variable: Kinerja Karyawan			

Source: Data processed SPSS 27 (2025).

The multicollinearity test indicates that Organizational Culture has a Tolerance value of 0.535 and a VIF of 1.871, Employee Engagement has a Tolerance of 0.678 and a VIF of 1.475, while Servant Leadership records a Tolerance of 0.658 and a VIF of 1.519. Since all Tolerance values exceed 0.10 and all VIF values are well below 10, it can be concluded that no multicollinearity is present among the independent variables. Therefore, the model is appropriate for further regression analysis.

6. Heterocedastisity Test

Table 6. Heterocedastisity Test

Model	Coefficients ^a				
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.635	1.237		2.130	.036
Organizational Culture	.025	.034	.111	.736	.464
Employee Engagement	-.042	.041	-.138	-1.033	.305
Servant Leadership	-.006	.026	-.030	-.224	.823

a. Dependent Variable: Kinerja Karyawan

Source: Data processed SPSS 27 (2025).

The test results show that all significance values are greater than 0.05, indicating no symptoms of heteroscedasticity in the regression model. Thus, the model satisfies the homoscedasticity assumption, confirming that the residual variance is constant.

7. Multiple Linear Regression Analysis

Table 7. Multiple Linear Regression Analysis

Model	Coefficients ^a				
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	12.357	4.040		3.058	.000
<i>Organizational Culture</i>	.279	.111	.248	2.509	.000
<i>Employee Engagement</i>	.116	.134	.076	1.861	.000
<i>Servant Leadership</i>	.587	.084	.623	6.996	.000

a. Dependent Variable: Kinerja Karyawan

Source: Data processed SPSS 27 (2025).

The multiple linear regression model can be formulated as follows:

$$Y=12.357+0.279X_1+0.116X_2+0.587X_3$$

Where Y= employee performance, X₁= organizational culture, X₂= employee engagement, X₃= servant leadership, and e= error term.

The results indicate that:

- a) The constant value of 12.357 implies that when all independent variables are assumed to be zero, employee performance is predicted to be 12.357.
- b) Organizational Culture (X_1) has a coefficient of 0.279 with a significance level of 0.000 (< 0.05), indicating a significant positive effect on employee performance.
- c) Employee Engagement (X_2) has a coefficient of 0.116 with a significance level of 0.000 (< 0.05), also showing a significant positive influence.
- d) Servant Leadership (X_3) demonstrates the strongest effect, with a coefficient of 0.587 and a significance level of 0.000 (< 0.05), signifying that this variable contributes the most to enhancing employee performance.

8. Partial Test

Table 8. Partial Test

		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	12.357	4.040		3.058	.000
	<i>Organizational Culture</i>	.279	.111	.248	2.509	.000
	<i>Employee Engagement</i>	.116	.134	.076	1.861	.000
	<i>Servant Leadership</i>	.587	.084	.623	6.996	.000

a. Dependent Variable: Kinerja Karyawan

Source: Data processed SPSS 27 (2025).

The partial test results show that all three independent variables Organizational Culture, Employee Engagement, and Servant Leadership have a significant effect on Employee Performance, as all significance values are below 0.05. Among these, Servant Leadership emerges as the most dominant factor, indicated by the highest t-value, confirming its stronger influence compared to the other variables.

9. Coefficient of Determination

Table 9. Coefficient of Determination

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.759 ^a	.577	.561	4.360

a. Predictors: (Constant), *Servant Leadership*, *Employee Engagement*, *Organizational Culture*

Source: Data processed SPSS 27 (2025).

The adjusted R-squared value is 0.561, indicating that Organizational Culture, Employee Engagement, and Servant Leadership collectively explain 56.1% of the variation in Employee Performance. The remaining 43.9% is influenced by other factors not included in this research model.

D. Conclusions

This study examines the effects of Organizational Culture, Employee Engagement, and Servant Leadership on employee performance. Results show that organizational culture significantly enhances performance by fostering collaboration, integrity, and innovation. Employee engagement also plays a key role, as emotionally and cognitively connected employees display greater loyalty, enthusiasm, and commitment. Among the three, servant leadership is the most dominant factor, as leaders who emphasize service, empathy, and empowerment build trust, intrinsic motivation, and stronger team performance. In sum, a strong culture, high engagement, and servant leadership are crucial drivers of optimal employee performance.

E. Suggestions

The company is encouraged to strengthen its organizational culture by consistently promoting core values, fostering collaboration, and supporting innovation. Enhancing employee engagement through participation opportunities, recognition, and career development is equally important to maintain motivation and commitment. Furthermore, applying servant leadership principles such as empathy, support, and empowerment can help build trust and create a more harmonious, productive, and sustainable workplace.

For future research, it is recommended to extend the study to different companies or industries to achieve broader generalization. Researchers may also adopt qualitative or mixed-method approaches to gain deeper insights into employee perceptions and experiences. In addition, incorporating other relevant variables, such as work motivation, job satisfaction, or the work environment, could provide a more comprehensive understanding of the factors influencing employee performance.

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