Influence of the Servant Leadership, Organizational Culture and Employee Motivation on Work Performance

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Abstract: Servant Leadership, Organizational Culture and Work Motivation is a very important variable that to Achieve the performance of employees / employee better. Performance is an aspect to measure the quality and quantity of individuals in an organization. Employee performance affects the achievement of organizational goals. The dynamics of working in organization need individuals who are effective and efficient in their work, both personal and team. The purpose of this study is: to analyze the effect of servant leadership to employee performance Mimika District Hospital, to analyze the influence of organizational culture on employee performance Mimika District Hospital, To analyze the effect of work motivation on employee performance Mimika District Hospital. This study uses a saturated or census sampling methods and the data used in this research is the primary data is in the form of a questionnaire. This study used a sample of as many as 198 people. The analysis technique used in this study is the technique of path analysis (path analysis) using the program Structural Equation Modeling (SEM) with the help of program Analysis Moment Structures (AMOS) and qualitative analysis using interactive methods .. Based on test validity and reliability by using factor analysis shows, the instruments used in the study are valid and reliable. The results Showed that (1) Effect of servant leadership to employee performance Mimika district hospitals have a significant effect, in the which the servant leadership Directly Contribute to or influenced by 1.6% on employee performance and influence indirectly because of his association with two other independent variables by 1.2% and by 2.5% job satisfaction. The influence of organizational culture on employee performance Mimika hospitals have a significant effect of the which contributes greatly to the performance of employees. The effect of work motivation on employee performance hospitals Mimika has a significant influence on employee performance Mimika district hospitals, where the higher work motivation will improve employee performance.

Keyword: *servant leadership, organizational culture and work motivation on employee performance hospital*

1. Introduction

Law No. 21 of 2001 on Special Autonomy for Papua Province Papua province acquired the rights to make a special and more widely in managing government. This has led to the consequence that the powers of governance more likely to be in the area. In the framework of the implementation of special autonomy for Papua Province, one of the factors of concern to the general public is to increase the capacity of local officials. Therefore, efforts to improve the performance of the officers through the improvement of human resources. To mobilize followers, leaders must have a role. The leader has the authority to direct the activities of the member or group. The behavior of the leadership is often also a leadership style *(style of leadership).* Each leader can have different leadership styles between one another, and not necessarily a leadership style is better or worse than the other leadership styles. Of the various theories regarding leadership style, according to the contemporary view, the leadership style of today's latest and much in demand by researchers is the servant leadership style *(servant leadership).* Leaders in the region given the authority to manage local resources held to make people become more prosperous. They have been selected and entrusted with the leadership of the people to be more prosperous and build the region becomes more developed. In the hands of the leaders of that determined how the future of the people, and on the shoulders of the leaders hung expectations of the people being led. *Servant leadership* is a leadership that begins with sincere feelings that arise from a heart that desires to serve (Greenleaf, 2002). The orientation of *servant leadership* is to serve the followers of the spiritual and moral standards. The servant leaders *(servant leaders)* usually puts the needs of followers as a priority and treat it as a partner, so the closeness between the two is strong for each other engage with each other.

Hospital services Mimika as needed leadership, organizational culture, employee motivation and job satisfaction mediated performance to produce good employees. The standard of service in Mimika District

Hospital is located at the level of employee satisfaction and perceived directly by hospital patients. If the organizational culture must be changed, then the first thing to be done is an employee he must learn to modify the old culture, produce innovative work that could affect their performance. Research Ojo (2009) prove the organization's culture is very important for each organization, and there is a positive influence on employee performance. In addition, organizational culture positively affects the productivity of the organization. Koesmono study (2005) showed that organizational culture influence on performance.

Objective: (1) to analyze the effect of servant leadership to employee performance Mimika. (2) to analyze the influence of organizational culture on employee performance Mimika. (3) To analyze the effect of work motivation on employee performance Mimika.

2. Literature Review

Servant **leadership**: Russell & Stone (2003) about servant leadership which a concept of the potential to transform individuals and organizations. This statement was confirmed by Hayward (2005) in his research on a very weak relationship between emotional intelligence and transactional leadership. The results showed that a significant positive correlation between the direction of the weak emotional intelligence and transformational leadership. Sari (2012) conducted a study with the aim of measuring the relationship participation of leadership, motivation to performance. The results showed that participation to make an impact on the performance. Agung (2011) in his research the effect of leadership on performance and employee stress. The study states that there is a relationship between the leadership on performance and employee stress. Ni-Made and I-Wayan (2014) in research on the influence of leadership style and organizational culture on job satisfaction have an impact on financial performance. The results showed that the positive effect of leadership style on job satisfaction and financial performance. Based on these characteristics Wong and Page (2003) developed a conceptual framework for measuring the *servant leadership* as follows:

A. Character orientation (As if being a leader is that?): In connection with the planting of an attitude of service, focusing on the value, credibility and motives of a leader
- Integrity
- Modesty
- Service

B. Orientation community: (How leader of relating to others): Related to resource development, focusing on the relationship with the community leadership and commitment to the development of others.
- Care for others
- Empower others
- Developing others

C. Task Orientation (What is done by a leader). In connection with the achievement of productivity and success, focusing on tasks and skills needed a leader to achieve success.
- visionary
- designing destination
- Lead

D. The orientation process (How a boss can affect organizational processes). Related to the improvement of efficiency in the organization, focusing on the ability of leaders to create and develop a system of flexible, efficient, and open.
- Become a role model
- Build teamwork
- Share in decision-making

Organizational culture: Humans are social creatures who tend to always live in a society. Other human tendency is to plan and organize his plans and then the goal can be realized. In reality human needs and plan it so complex that will have difficulties to realize the goal. Due to the limitations of man must cooperate with other human together to achieve the expected goals. The condition is the basis why humans have always lived in a variety of organizations such as corporations, hospitals, universities and various other organizations. The definition of organization is contextual meaning almost every discipline can define the appropriate means

each discipline of science. The many definitions of organizations indicated that organizational problems are multidisciplinary problems and cannot be monopolized by one discipline alone. Cultural organizations also provide shared meaning as a basic communication and provide a sense of mutual understanding. If the function of culture is not done properly, then the culture can significantly reduce the efficiency of the organization. Kreitner and Kinicki (1995) suggest that organizational culture is the social glue that binds members of the organization. In order for a characteristic or personality varies from one person to another person can be incorporated into a strength of the organization hence the need for social cohesiveness. In a business context, an organization called the company because the company is a form of organization or rather the organization of production that includes a variety of functions and is coordinated through a specific system to produce goods or services to be consumed by the consumer or to other users. There is a linkage between the culture and company. Culture is a system of meaning that is embraced by the people in a particular area and further away from that culture is regarded as *a way of life.* While the corporate culture is a system of meaning that is believed and embraced as a pattern of behavior and the perception of a thing by all components of the company concerned. So the *fundamentals of* company concerned region strongly influenced by the beliefs of the *founders* and eventually formed the idealistic values established company.

Tichy (1982) defines organizational culture as "the adhesive normative" binding together in the organization. Schein (1990) defines culture as the values and behaviors that are believed to support the success, and therefore will be taught to new members of the organization. Titiev (1959) states that the culture must learned and disseminated. According to Schein (1997) one of the theoreticians of the organization and leading management also provide a formal definition of the corporate culture that *"A pattern of shared basic Assumptions that the group learned as it solved its problems of external adaptation and internal integration, that has worked well enough to be Considered valid and, therefore, to be thought to new members as the correct way to perceive, think, and feel in relation to Reviews those problems."in* other words, the corporate culture is a pattern of basic assumptions are accepted, invented or developed by a certain group with the intention that the organization learns to overcome or cope with the problems arising from adaptation of external or internal integration that has been running pretty well, so it needs to be taught to members of the new organization as the correct way to perceive, think about, and feel with regard to these issues. According to Robbins (2006) there are six (6) dimensions of organizational culture, namely: (a) the relationship with the dominant environment on the environment are varied, the reverse is also subject to, and harmony to the dominance of the environment, (b) time orientation: is capable oriented variation period past, present, and future, (c) human nature, is a variation of the view that human nature is composed of a mixture of good qualities and bad, (d) orientation activities consisting of variations of emphasis "do", "experience", and "control" measures, (e) the responsibility of focusing on individual variation, group, and hierarchy, (f) variation of the concept of space with respect to ownership of space for private, public, and a combination of both.

Work motivation: Associated with Maslow's hierarchy of needs, two (2) it is the level of physical needs and safety course. The approach in the theory of X is still widely applied in the organization. The main principle of the theory X centered system and the direction of the organization and implementation of the central authority. This theory can be linked to a hierarchy of needs that is consistent with the traditional view of direction and control. This view assumes that basic human needs are dominant to motivate others to perform organizational tasks. Generally someone does not like the job and tend to shy away if the situation allows. Someone working satisfy the physical needs and security, through money income. Through threats and punishment, then one can be controlled and monitored to complete the work and improve its performance. According to McGregor (1960), a person who worked will self-correct and self-control. Someone has the potential to grow will seek responsibility, and have the drive to meet the needs of self-esteem and self-actualization. The fulfillment of all those needs, then someone will be helped to achieve individual and organizational goals. So, based on the theory Y, one's motivation will occur at the level of need for affiliation, self-esteem, and self-actualization, and on the other hand, will take place at the level of physical needs and safety in the theory of Maslow's hierarchy. If management will apply theory Y, it is advisable to optimize resources aspects of a comprehensive individual holistically in order to realize the effectiveness and efficiency of the organization.

According to Herzberg (1959) in Robbins (2006) measurement of work motivation include intrinsic motivation consists of: (1) progress, (2) recognition, (3) responsibility, and extrinsic motivation consisting of:

(4) surveillance, (5) salary, (6) the company's policy and (7) the condition of the work, while to measure the motivation tested in this study proposed by Vroom (1964) in Luthans (2002), which includes indicators: valence, expectation and instruments, with items as follows: (1) Indicators Vale consists of items: Believe, Match, and comfortable, (2) Indicators expectations consists of items: Allows, Recognition, and enjoy Indicators Instruments consist of items: wages / salaries, Rules achievement award, Opportunity, and a form of reward

Performance: Performance is defined as *"the extent of the actual work performed by the individual"* or the extent to which actual work shown by self (Shore, 1995). Robbins (1996) states that employee performance is function of the interaction between ability and achievement motivation. Employee performance refers someone who measure standards or criteria set by the company. Performance is the outcome or success of a person's overall level during certain periods of duty compared to the standard of the work, the target or targets or criteria that have been determined in advance and have been agreed (Riva, 2004). Rival further stated that the performance does not stand alone but is related to job satisfaction and compensation, influenced by the skills, abilities and properties - properties of individuals. In other words, performance is determined by the ability, desire and the environment. Therefore, in order to have a good performance, one must have a high desire to work and know the work and can be increased if there is a match between the job and ability. Soedjono (2005) mentions six (6) criteria that can be used to measure the performance of individual employees, namely: (1) quality: the results of the work carried out near-perfect or meet expected goals of the work, (2) the quantity: the quantity produced or the number of activities that can be completed, (3) the timeliness, which can be completed at a predetermined time and maximize the time available for other activities, (4) the effectiveness, is the use of maximum available resources to the organization to increase profits and reduce losses, (5) self-reliance, which can carry out work without assistance in order to avoid perverse outcomes, (6) work commitment, the commitment of the employees working with the organization and (7) the responsibility of employees towards the organization.

Bono and Judge (2003) to measure the performance of many aspects, both objective and subjective, so they conclude that transformational leadership will affect employee performance in any situation. Employee performance during a certain period of time measured by the quality and quantity of output produced, formed of eight indicators, namely: (1) innovative behavior, the extra work beyond the required time and work harder, (2) taking initiatives, including orientation on customers and initiative to work independently, (3) the potential is to have hard work in developing the potential, knowledge and skills (4) management of time, it means to work on time and maintain neatness, (5) the achievement of the quantity and quality of work, including the quality of work and finishing work well, (6) the ability themselves to achieve the goal, that is to say the achievement of objectives to work and to work as intended, (7) the relationship with coworkers and customers means it can cooperate and understand the needs of customers, (8) knowledge of the product / service companies, covering knowledge the company's products and the products / services of other companies.

3. Methodology

Population and Sample Research: The population in this study was all employees of RS Mimika in Papua Province. In this study, a population that is officer RS Medical Timika ie 48 people, 181 paramedics, medical support personnel 54 people, public workers 109 people, so the total 392. The sample in this study is partly Hospital employees Mimika in Papua province were selected through a representative sampling procedure. The determination of the sample based on the criteria Slovin as follows:

$$n = \frac{N}{\left(1 + Ne^2\right)}$$

Description: n = sample size,
N = population size,
E = precision clearances sampling
(e-values between 5% to 10%, in this study determined 0.05%).
Thus obtained sample as follows:

$$n = \frac{392}{\left(1 + 392 \, x \, 0.05^2\right)}$$

So the sample (n) = 197,98atau rounded up 198 people.

Method of data collection
- Interviews with employees of the Regional General Hospital (Hospital) Mimika were selected as respondents or informants.
- Questionnaires posed to respondents in this study consisted of closed questions with Likert scale and open-ended questions. Data were obtained using a questionnaire used for quantitative analysis.
- Observations made by observing the activities of employees at the Regional General Hospital (Hospital) Mimika

Methods of Data Analysis: Qualitative by finding and systematically compile data obtained from interviews, field notes, and other materials that easily understood, and its findings can be communicated to others (Sugiono, 2008: 244).

Quantitative analysis: The quantitative analysis used in this research is the analysis of descriptive and inferential statistical analysis in the form of structural equation model *(Structural Equation Modeling* -SEM), in which the model is based on causal relationships (Hair, et al., 2006). The use of descriptive analysis is used to obtain information about the perception of employees to construct various indicators of servant leadership, organizational culture, motivation and job satisfaction have an impact on employee performance. Employee perception of information then used as a basis to clarify the contribution of each indicator to variable constructs (latent). While the use of SEM as an analytical tool based on reasons other than the hassle of the model used, also based on the limitations of the multidimensional analysis tools that are often used in quantitative research such as multiple regression analysis, factor analysis, and discriminant analysis.

4. Results

Effect of servant leadership on employee performance Mimika District Hospital: The analysis showed that *servant* leadership qualities significant effect on the performance of employees, either directly or through job satisfaction. This indicates that the improved quality of service in terms of the quality of physical evidence, quality reliability, quality responsiveness, quality assurance, and quality of empathy will increase employee loyalty. In results showed that the leadership of the airport will increase the level of employee satisfaction in performing the tasks resulting in good performance. According to Bass (2000) believes that the *Servant Leadership*, where the leadership must have a moral purpose, not just relies on the skills related to the ratio and regulations. *Servant Leadership* is a better way and deep to lead, but it is not easy, since it consists of set a pretty high standard and must be done. Build competence when dealing with employees is the best way to produce employees who have a good performance on an organization's potential. *Servant Leadership* also produces a positive output for the organization. Pursuant to the results of the interview above shows that good leadership can increase the level of employee satisfaction in performing their duties that could impact on the performance of each employee that can be direct to the patient.

Effect of organizational culture on employee performance Mimika District Hospital: The results showed that organizational culture has a significant influence on the performance of employees in Mimika District Hospital. Schein (1990) defines culture as the values and behaviors that are believed to support the success, and therefore will be taught to new members of the organization. Titiev (1959) states that the culture must learned and disseminated. Armstrong (2009) suggested the culture is a means of social cohesiveness and generate closeness, so as to minimize differentiation in an organization. Thus the organization culture provides shared a basic communication and provides a sense of mutual understand. The results of studies show that the organizational culture variables directly contribute to or influence by 2.0% to employee performance, then the effect of indirectly because of his association with two other independent variables of 3.1%. In total cultural organizations contribute to or influence by 8.8% against the performance of employees in Mimika District Hospital. Based on the interview above shows that the attitude of the organization's culture

and work motivation that can increase employee satisfaction levels, ie, with no distinction between male and female employees as well as the guarantee of protection of the employees to do the job. And with good motivation cannot be separated from the attitude of the leadership, organizational culture can boost employee satisfaction performance to produce a good employee.

Effect of work motivation on employee performance hospitals Mimika: The results showed that motivation has a significant influence on the performance of employees in Mimika District Hospital. This test provides empirical evidence that in Mimika District Hospital higher work motivation will improve employee performance directly. Results of previous studies found the same by Koesmono, 2005) about the influence of organizational culture on the motivation and job satisfaction and employee performance in the sub-sector medium-scale wood processing industry in East Java that motivation influence on the performance of 0.387. and also in line with previous research by (Mahesa, 2010) that motivation significantly positive effect on employee performance. Based on the interview above shows that the attitude of servant leadership, organizational culture and work motivation which can increase the level of employee satisfaction to be able to produce the performance of personnel.

5. Conclusion

Effect of servant leadership to employee performance Mimika district hospitals have a significant effect, in which the servant leadership directly contribute to or influence on employee performance. The results of this study indicate that increased the quality of service in terms of the quality of physical evidence, the quality of reliability, responsiveness, quality, quality assurance, and quality of empathy will increase employee loyalty. In results showed that the leadership of the airport will increase the level of employee satisfaction in performing the tasks resulting in good performance. The influence of organizational culture on employee performance hospitals Mimika significant and positive impact on employee performance. This shows that the culture of quality improvement organizations can improve employee performance Mimika District Hospital, where most employee cultural feel organization Hospital Mimika quite support a task before beginning to work is essential for success and the creation of good organizational culture will tend to improve employee performance. The influence of work motivation on employee performance Mimika District Hospital has a significant influence on employee performance Mimika District Hospital. This means that the higher work motivation will increase the employee in performing its duties and responsibilities towards society waiter.

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