

RESEARCH ARTICLE

THE EFFECT OF SERVANT LEADERSHIP AND INTRINSIC MOTIVATION ON THE PERFORMANCE (ANALYSIS OF LECTURER'S PERFORMANCE AT MANAGEMENT PROGRAM OF PRIVATE UNIVERSITY IN BANDUNG)

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Abstract— This study aims to test whether Servant leadership and Intrinsic Motivation have a positive effect on a performance. The population was Management Study lecturer of Private University in Bandung. The samples were 205 lecturers. The data collection technique used a questionnaire. The data obtained were processed using the SPSS application program and multiple linear regression. The results showed that Servant Leadership had a positive effect on the performance. The intrinsic motivation had a positive effect on the performance. Therefore, servant leadership and motivation had a positive effect on the performance simultaneously.

Keywords: Servant Leadership, Intrinsic Motivation, Performance.

JEL Classifications: C2, E3, F1

I. INTRODUCTION

Human resources (HR) are the central element to achieve an organizational or company goals, so managing human resources is very important in this century (Schuler and Jackson, 1997). The achievement of organizational goals can be seen from the resulting performance. Research on performance has shown mixed results, because many factors could influence the success of performance. Several studies have shown that variables, servant leadership and motivation had a positive and significant effect on performance. (Choong: 2011; Harwieki: 2013; A. Sohail: 2014; Koesmono: 2014; Ibrahim: 2015; A. Romle: 2016; Yuniarsih: 2016; Allen: 2016; Jusmin: 2016, Rantesllu: 2016; Al Hila & Sobaki: 2017, Runi: 2017). However, several other research results found that servant leadership and motivation had no effect on performance. (Harwieki: 2013; Lisbijanto: 2014; Nasir: 2017)

Based on the results of the above research, this study intends to test whether the variables of servant leadership and intrinsic motivation can be strong predictors of performance. Then the research hypothesis is:

- H1 : Servant leadership has a positive and significant effect on performance
- H2 : Intrinsic motivation has a positive and significant effect on performance
- H3 : Servant leadership and motivation have a positive and significant effect on performance simultaneously.

THEORETICAL STUDIES

Performance

Human resources in every organization, both public and business, are one of the main resources. Therefore, in managing these various resources, the human resources must own a high quality. The qualified human resources will ultimately have a positive impact on organizational performance. (Sinambela: 2016)

Performance is the result of work or output achieved within a certain period based on the organizational goals. The factors that affect employee performance are the internal organizational environment, external environment, and internal employees. The internal employee factor includes a personal talent and attitude, competence, work ethic, work motivation, work involvement, leadership and loyalty. (Wirawan: 2012; Sudarmanto: 2014).

In this study, the basic criteria or dimension used to measure performance was as stated by Bernardin in Sudarmanto which consists of six dimensions, namely: (1) Quality is related to the process or result close to perfect / ideal in fulfilling the purpose or goal. (2) Quantity is related to the quantity produced. (3) Timeliness related to the time required to complete activities or produce products. (4) Cost-effectiveness is related to the level of organizational resources application (people, money, materials, technology) in obtaining results or reducing waste in the use of organizational resources. (5) Need for Supervision is related to the ability of individuals to complete work or job functions without leadership assistance or leadership supervisory intervention. (6) Interpersonal impact is related to the individual's ability to increase feelings of self-esteem, goodwill and cooperation among fellow workers and subordinates.

Meanwhile, the indicators used in this study included effective, namely measuring the degree of suitability of the resulting output in achieving something that is desired, efficient, namely the degree of suitability of the process to produce output using the lowest possible cost. quality, namely measuring the degree of suitability between the quality of the product or service produced with the needs or expectations of consumers, timeliness, namely whether the work can be completed correctly and on time, productivity, to measure the added value of the product process or service produced, and the safety used to measure the overall health of the organization.

Servant Leadership

The concept of servant leadership stated by Greenleaf (1970) is a natural feeling to serve firstly. Robbins (2017) argues that while Petterson in Mc Shane (2018: 344) explained that servant leadership is a leader who serves followers by helping them to meet their needs and train, help, become facilitators for follower self-development. Thus, the followers can achieve individual goals and organizational goals. From this expert's opinion, it can be said that servant leadership is a leader who influences followers to produce performance and organizational goals by meeting the needs of followers firstly.

According to Liden et al., In Northouse (2013 :: 213) servant leadership has three main components, namely: existing conditions, the behavior of the serving leader and the results.

a. Existing Conditions

Three conditions that have an impact on servant leadership are context and culture, the nature of the leader, and acceptance of followers. This condition does not cover all conditions affecting servant leadership but represents a number of factors that can affect the leadership process.

b. Behavior of the Serving Leader.

The dimensions of Serving Leader Behavior consist of: forming Concepts, restoring Emotions, prioritizing followers, placing the interests and the success of followers above the interests and success of the leader, helping Followers Grow and Succeeding, follower career development as a priority, including accompanying followers and providing assistance, behaving in a manner Ethical, empowering, creating value for society.

c. Result

Follower performance and growth. Servant leadership focuses directly on recognizing followers' contributions and helping them to realize their potential. The result of servant leadership according to Meuser et al., In Northouse (2013: 218) is that followers become more effective in completing their work and fulfilling their job descriptions..

Intrinsic Motivation

Motivation is a force that encourages a person to behave in a certain way to achieve goals. Strong motivation is very necessary and important in improving performance. Some experts stated that motivation is something that creates enthusiasm or work motivation to carry out work based on the target. (Robbins, 2015).

Djamarah (2011: 149) divides motivation into two types, namely intrinsic motivation and extrinsic motivation. Furthermore, Djamarah argued that intrinsic motivation is motives that become active or it functions without external stimulation, because within individual, there is an urge to do something. Herzberg in Silalahi (2013: 367) suggested that the dimensions of intrinsic motivation at work include:

- Achievement
- Recognition

- Work
- Responsibility
- advancement

RESEARCH METHODS

This research uses quantitative, descriptive and verification methods. Quantitative research. The results of the study were presented in the form of quantitative data (numbers) then the meaning was interpreted and it described the independent variable data without being linked with other variables.

Population and Sample

The population was the Lecturer of Management Study which is Accredited A of Private Universities in Bandung. The sample determination technique used the probability random sampling method, a sampling technique that provided equal opportunities for each member of the population to be selected as a sample.

Data Collection and Processing

The technique of collecting data was by distributing questionnaires. Furthermore, the data obtained were processed using the SPSS application program using multiple linear regression.

DATA PROCESSING RESULTS

Respondent Data

Table 1. Gender

Gender	Frequency	%
Male	131	64
Female	74	36
Total	205	100

Source : Data Processing2020

Based on data, the male gender shows that the number is more than the female, because they have the responsibility of being the head of the family as the breadwinners.

Age

Table. 2 Age

Age	Frequency	%
20 - 30	52	19
31 - 40	45	21
41 - 50	47	38
51 - 60	72	22
Total	205	100

Source : Data Processing2020

Different age variations aims to keep the continuity and sustainability of the College require regeneration. Based on the age, respondents aged 51 to 60 received the largest percentage, namely 38%, because the lecturers prepare this profession until it is complete, in which they can complete it until retirement age.

Table 3. Last education

Last education	Frequency	%
S2	143	70
S3	62	30
Total	205	100

Source : Data Processing2020

Lecturers with the last postgraduate education get more presentations, because for the lecturer profession, the minimum required the last postgraduate education.

Table4. MaritalStatus

MaritalStatus	Frequency	%
Single	43	24
Married	162	76
Divorce	0	0

Total	205	100
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Source : Data Processing2020

Lecturers with married status get the most percentage, because the lecturer profession is used as a profession to earn money in fulfilling the family needs.

Table. 5. working period

working period	Frequency	%
1 – 5	32	16
5,1 – 10	39	19
10,1 – 15	46	22
15,1 - 20	63	31
□ 20	25	12
Total	205	100

Source : Data Processing2020

Based on Table 5. Most of the working period is between 15-20 years, because during the working period, the lecturers feel comfortable with the job they have.

DATA PROCESSING RESULTS

Table6. Validity test

Variable	Score	Decision
Servant Leadership	0,487 – 0,658	Valid
Intrinsic Motivation	0,408 – 0,646	Valid
Performance	0,422 – 0,637	Valid

Source : Data Processing2020

Table 6. shows that the variables servant leadership, intrinsic motivation, organizational citizenship behavior and performance have a coefficient value between more than 0.3. this shows that all variables are included in the valid criteria.

Table7. Uji Reliabilitas

Variable	Score	Decision
Servant Leadership	0,867	Reliabel
Intrinsic Motivation	0,864	Reliabel
Performance	0,889	Reliabel

Source : Data Processing2020

Table 7. shows that the variables of servant leadership, intrinsic motivation, organizational citizenship behavior and performance have a coefficient of more than 0.6. This shows that all variables are being reliable

Normality test

Table 8. Normality test

		Servant Leadership	Intrinsic Motivation	Performance
N		205	205	205
Normal Parameters ^{a,b}	Mean	36.3171	39.9366	43.4195
	Std. Deviation	6.78681	7.18938	7.95882
Most Extreme Differences	Absolute	.057	.060	.045
	Positive	.040	.048	.039
	Negative	-.057	-.060	-.045
Statistic Test		.057	.060	.045
Asymp. Sig. (2-tailed)		.200 ^{c,d}	.074 ^c	.200 ^{c,d}

Source : Data Processing2020

In table 8, it can be seen that the significance value is more than 0.05, so all data are included in the normal criteria.

Descriptive Test

Table 10. Descriptive Test

	Descriptive Statistics				
	N	Minimum	Maximum	Mean	Std. Deviation
The average of Servant Leadership	216	2,00	5,00.	3,2804	0,6159
The average of Intrinsic Motivation	216	2,00.	5,00.	3,3044	0,5993
The average of Performance	216	2,00.	5,00.	3,3221	0,6102

Source : Data Processing 2020

Based on table 11, it can be seen that the average values of the servant leadership, intrinsic motivation, and performance variables are between 3,2804 and 3,3221 which are quite good category. This shows that servant leadership, intrinsic motivation, and performance factors still need to be improved so that the target set can be achieved.

Correlation Test

The following is the correlation between variables, servant leadership, intrinsic motivation, and performance as in table 10.

Table 10. Correlation Test

		Correlations		
		Servant Leadership	Intrinsic Motivation	Kinerja
Servant Leadership	Pearson Correlation	1	.895**	.859**
	Sig. (2-tailed)		.000	.000
	N	205	205	205
Intrinsic Motivation	Pearson Correlation	.895**	1	.916**
	Sig. (2-tailed)	.000		.000
	N	205	205	205
Performance	Pearson Correlation	.859**	.916**	1
	Sig. (2-tailed)	.000	.000	
	N	205	205	205

Source : Data Processing 2020

T Test and Multiple Linear Equations

Table 11. t test

Model		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	2.338	1.253		1.866	.064
	Servant Leadership	.231	.072	.197	3.195	.002
	Intrinsic Motivation	.818	.068	.739	11.963	.000

Source : Data Processing 2020

Based on table 11, it can be stated that different linear regression equations are as follows:

Multiple Linear Regression Equation:

$$Y = a + b_1X_1 + b_2X_2$$

Note:

Y : Performance

a : Constant

b : Regression Coefficients

X1 : Servant Leadership

X2 : Intrinsic Motivation

$$Y = 2.338 + 0,231X1 + 0,818X2$$

Meaning:

The Performance Value without SL and IM is 2,338

The performance value will increase if SL and IM are added simultaneously to become $2.338 + 0,231 + 0,818 = 3.387$

Coefficient of Determination

Table 12. Coefficient of Determination

R	R Square
.920	.846

Source: Data Processing 2020

Coefficient of Determination:

$$R^2 \times 100\% \quad (2)$$

$$0.846 \times 100\% = 84,6\%$$

The coefficient of determination is 84.6%, this means that the servant leadership and intrinsic motivation variables have an influence of 84.6% on performance. Meanwhile, 15.4% is influenced by other variables which are not examined in this study

DISCUSSION

Superior performance is important for the achievement of goals or targets by an organization. The factors that are predicted to form superior performance are leadership and motivation. Yuniarsih (2018). Servant leadership is a leadership approach that prioritizes the success of followers as an alternative to achieving organizational goals. Through a touching approach both individually and in groups is able to encourage each member of the organization to achieve its goals. Therefore, it is only by intellectual motivation. Intrinsic motivation is a form of motivation from internal individuals to take action, has an important role for individuals to carry out their duties and responsibilities optimally.

The results of the questionnaire for the servant leadership variable in this study shows that the leader indicator gets high score if they could know the job obstacles. This means that leaders can find out the hidden obstacle that could risk the achievement of a job target. By knowing what happened and the obstacles properly, leaders can find solutions or can solve problems in an appropriate way. Meanwhile, the lowest score is that leaders encourage employees to become volunteers in the community. This shows that the motivation or encouragement given by the leader to followers or subordinates is still low, so that, if the motivation does not occur from internal personality, the desire to participate in voluntary activities in the community will not materialize. The average score for the servant leadership variable is 3.2804, which means that it is a pretty good category. Therefore, in order to increase the performance and to achieve the predetermined targets, servant leadership needs to be improved. To improve leadership skills, this can be done by, for example, providing leadership training for the lecturers, so that when they have a structural position they can carry out their leadership duties properly and optimally.

In the intrinsic motivation variable, my work indicators provide opportunities for different and new learning. In carrying out their duties, lecturers are required to always learn and update their knowledge and skills. Otherwise, the lecturer cannot perform the duties and responsibilities optimally. Learning different and new things is fun, so it can be a strong motivation for lecturers to carry out tasks or jobs maximally. High motivation will encourage lecturers to achieve their goals, both individuals and organizations.

Meanwhile, the indicators that works happily even though on holidays get the lowest score. This shows that lecturers are not happy when they have to work on holidays. The average score for the motivation variable was 3.30 which was categorized as good enough. This means that lecturers need high motivation from leaders so that lecturers have good motivation in doing their duties and jobs.

Meanwhile, the results or respondent answers related to performance, indicators of delivering scientific oration obtained the lowest score. This shows that lecturers still need to improve their ability to do scientific oration. Meanwhile, the indicators in developing lectures get the highest score. The average performance score is 3.18, which is a good enough. Therefore, to improve performance, you can choose to develop lectures.

Conclusion and Suggestion

Based on the results of data processing, it can be seen that the correlation between servant leadership and performance is 0.859 (strong), intrinsic motivation to performance is 0.895 (very strong). With these results, to increase lecturer's performance maximally, the leader needs to apply the right leadership approach and provide motivation to the lecturers so that in carrying out their duties and responsibilities based on high self-motivation.

The t value is 3.195, greater than the t table with a significance value of $0.002 < 0.05$, this means that servant leadership has a positive and significant effect on performance. The t value for intrinsic motivation is 11,963, greater than the t table with a significance of $0.000 < 0.05$, this indicates that the intrinsic motivation variable affects performance positively and significantly.

Thus the results of this study are in line with the research conducted by Harwieki: 2013; Darto: 2014; A. Sohail: 2014; Koesmono: 2014; Mahanesh: 2015; Kemboi: 2015, Ibrahim: 2015; A. Romle: 2016; Yuniarsih: 2016; Allen: 2016; Jusmin: 2016, Rantesllu: 2016; Al Hila & Sobaki: 2017, which states that servant leadership and intrinsic motivation can be good predictors in improving performance.

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