

A Literature Review: The Relationship and Measurement of Servant Leadership, Organizational Commitment, Organizational Culture to Employee Satisfaction, Employee Engagement, and Employee Performance

Roy Setiawan

Universitas Kristen Petra, Indonesia
Universitas Airlangga, Indonesia
ORCID ID: 0000-0003-2934-7983

ABSTRACT

This research is a literature review between Servant Leadership, Organizational Commitment, Organizational Culture to Employee Satisfaction, Employee Engagement, and Employee Performance. Variations in employee behavior that are influenced by implementing leadership styles, implementing consistent organizational commitment, and developing organizational culture are believed to foster job satisfaction among employees, including employee engagement towards performance achievement. This research hopes that it can provide insights for entrepreneurs and scientists to develop these concepts both in practical and scientific studies.

Keywords: Servant Leadership, Organizational Commitment, Organizational Culture to Employee Satisfaction, Employee Engagement, Employee Performance

Correspondence Author: Roy Setiawan
Universitas Kristen Petra, Indonesia
Universitas Airlangga, Indonesia
roy@petra.ac.id

INTRODUCTION

The view encourages the increasing importance of people-oriented leadership is given by Wong and Davey (2007). They argue that the focus of leadership must shift from process and results to people and the future. The main challenge for management and leadership is how to develop talented people in the organization by creating a positive work climate and providing opportunities for innovation, and taking risks to face uncertainties in the future.

Greenleaf (1970), through his writing on servant leadership, is seen as one of the pioneers of a new revolution in leadership thinking. Spears (1994) states that this revolution caused many people in companies, universities, non-profit organizations, and other organizations to seek new and better ways to integrate work with their personal and spiritual growth. They seek the best combination of leadership elements based on service to others.

Washington (2007) states that servant leadership will be able to create organizational commitment in employees. Committed employees work as if they have a bond with the organization. This gives the organization more power to pursue its goals. Commitment is one of the variables that is widely known to have a close relationship with Employee Engagement. According to Robbins (2003: 104); Employees who can be relied on by the company are

employees who have high discipline, so they have a high Employee Engagement with the company, which can provide more performance for the company.

In addition to employee discipline, companies must also have loyal employees to the company, namely employees who try to help the company achieve its goals. Attitudes that reflect employee loyalty to the organization, and success and continuous progress are called organizational commitment (Luthans, 2006: 249). Brahmasari (2004: 16), citing Marcoulides and Heck's (1993) statement, states that organizational culture is a concept that can be a means of measuring the appropriateness of organizational goals, strategies, and task organizations, as well as the resulting impact. A strong will and determination, and consistency of the leader are needed to create a strong organizational culture that further guarantees organizational success. Variations in employee behavior that are influenced by implementing leadership styles, implementing consistent organizational commitment, and developing organizational culture are believed to foster job satisfaction among employees, including employee engagement towards performance achievement.

LITERATURE REVIEW

Servant Leadership

Greenleaf (1970) in De Sousa and Van Dierendonck (2010)

A Literature Review: The Relationship and Measurement of Servant Leadership, Organizational Commitment, Organizational Culture to Employee Satisfaction, Employee Engagement, and Employee Performance

defines Servant leadership as “a practical altruistic philosophy which supports people who choose to serve first and then lead as a way of expanding service to individuals and institutions. Servant leadership encourages collaboration, trust, foresight, listening, and the ethical use of power and empowerment. This means Servant Leadership as a practical altruistic philosophy that supports people who choose to serve first, and then lead to extend services to individuals and institutions. Servant Leadership encourages collaboration, trust, foresight, listening, and ethical use of power and empowerment.

Liden, Wayne, Zhao, and Henderson's (2008) proposed a conceptual framework for measuring servant leadership consisting of 7 dimensions, namely

1. Emotional healing, namely behavior that shows personal concern for employees.
2. We are creating value for the community, namely behavior that consciously shows concern for helping the community.
3. Conceptual skills, namely knowledge about the organization and tasks, can support the existence of employees.
4. Empowering, namely, behavior that facilitates employees or encourages them to solve problems and how to complete assignments.
5. Helping subordinates grow and succeed, a behavior that shows concern for employee career development by providing mentorship and support.
6. Putting subordinates first, a behavior that puts employees as a top priority.
7. It was behaving ethically, behavior that shows openness, fairness, and honesty to employees.

Organizational Commitment

Organizational commitment is one of the behaviors in organizations widely discussed and researched, both as the dependent variable, the independent variable, and the mediator variable. This is partly because organizations need employees who have high organizational commitment to continue to survive and improve the services and products it produces. According to Greenberg and Baron (2008), employees who have high organizational commitment are more stable and productive. In the end, they are also more profitable for the organization.

According to R.T.Mowday, R.M Steers, and L. W. Porter (Luthan, 2006; Sulaiman et al., 2020; Usak et al., 2019; Ul-Hameed et al., 2019), organizational commitment can be measured by 15 indicators, as follows:

1. The willingness of employees to try hard and as best as possible in increasing the company's success.
2. The willingness of employees to state to other parties that their organization is an excellent place to work.
3. The willingness of employees to remain in the organization even though there are significant changes.
4. The willingness of employees to accept all kinds of tasks to maintain organizational membership.
5. The willingness of employees to refuse to work in other places even though they have the same job.
6. Employee awareness that the decision to work in this organization is the right one.
7. Employee loyalty to the organization.
8. The same values and views of employees with the organization.

9. Employee concern for the fate of the organization.
10. Pride of employees to declare to other parties that they are part of the organization.
11. Employee awareness that this organization provides good inspiration in producing a good performance.
12. Employee happiness to work in this organization when deciding to join.
13. Employees' awareness that there are many benefits to be gained if they maintain membership in this organization in the long term.
14. Awareness of employees to have feelings of agreement with organizational policies relating to workers.
15. Employee awareness that the organization where he works is the best possible place to work.

Organizational culture

Schein (1991) in Tika (2006: 18) explains that organizational culture is a pattern or set of basic assumptions that are created, discovered, or developed by certain groups as learning to overcome problems of external adaptation and internal integration that are official and well implemented and by because it is taught or passed on to new members as an appropriate way of understanding, thinking, and feeling related to the problem.

Organizational culture is operationally measured using the dimensions of work patterns contained in the organizational culture characteristics of Robbins' research (2003: 721), namely:

1. Innovation and risk-taking are work patterns developed by the company to encourage employees to think innovatively and take risks at the right time and when needed.
2. Attention to work detail is a work pattern created and developed as an incentive for employees to think, act carefully, and perform a detailed analysis of the work for which they are responsible.
3. Result orientation is a work pattern that is oriented towards achieving results.
4. Team orientation is a work pattern created and developed to foster a sense of responsibility in completing work teamwork.

Job satisfaction

Wekley and Yukl (2005: 129) say job satisfaction is how a worker feels about his job. Job satisfaction is a generalization of attitudes towards work based on various aspects of the job.

Employee job satisfaction is operationally measured by using the dimensions of the factors that affect employee job satisfaction, which is adopted from the two-factor theory of Herzberg (1959) in Kreitner and Kinichi (2005: 262), namely:

1. Company policy.
2. Working conditions or climate.
3. Responsible.
4. Promotion as a form of achievement.

Employee Engagement

A public consulting company, Mencer, defines employee engagement as commitment or motivation, which refers to a psychological condition in which employees feel they are interested in the company's success and perform tasks with high standards that exceed the assigned requirements. (source: perrnHR.com, quoted in Truss et al.,

A Literature Review: The Relationship and Measurement of Servant Leadership, Organizational Commitment, Organizational Culture to Employee Satisfaction, Employee Engagement, and Employee Performance

2014; Siddiqi et al., 2019).

Anitha J. (2014) (GRG School of Management Studies, Coimbatore, India) states that there are seven dominant factors in influencing employee engagement with the company, namely:

1. Work environment
2. Leadership
3. Team and Coworker Relationships
4. Career Development and Training
5. Compensation
6. Organizational Policy
7. Work Welfare.

Employee performance

The definition of performance (quoted in Ramadhan & Sembiring 2014) is the quality and quantity of work

achieved by an employee in carrying out his duties following the responsibilities assigned to him.

According to Mathis and Jackson (2006 p.378 in Ramadhan & Sembiring 2014; Shabbir et al., 2019; Shahid et al., 2019), the indicators used to measure employee performance are as follows:

1. Work Quantity
2. Quality of Work
3. Timeliness
4. Attendance
5. Cooperative Ability

Research Conceptual Framework

The conceptual research framework that explains the effect of the independent, mediated, and dependent variables are shown in Figure 2.1.

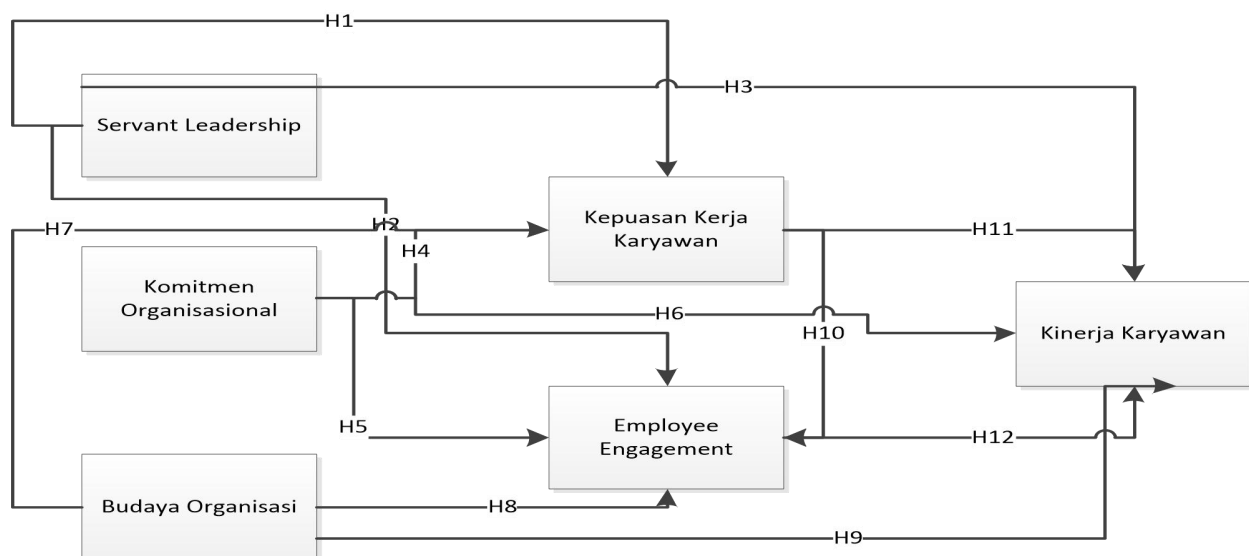


Figure 1. Research Conceptual Framework

CONCLUSION

The research design starts with the formulation of the problem and the research objectives based on the problem's background. After that, the design of data collection methods and data analysis techniques that will be used is carried out, then conduct a discussion that explores the research findings by confirming the relationship with previous research, after which decision making is carried out.

This research is categorized as correlational and survey research, with the following explanation:

1. Correlational research explains the evidence of a causal relationship between independent variables and intermediate variables, and the dependent variable.
2. Survey research is research conducted by direct observation at the research site

Research variable

The results of the identification of several research variables based on the background of the problem and the formulation of the problem obtained the following variable groups:

1. Independent variables, namely, variables that are believed to affect other variables. This independent variable is given the symbol "X," which consists of the variables:

- a. Servant Leadership (X1)
- b. Organizational Commitment (X2)
- c. Organizational Culture (X3)

2. Intermediate variable, namely the variable that lies between the independent variable and the dependent variable, is believed to be a variable that can connect between the independent and dependent variables so that there is an influence called indirect influence. This intermediate variable is given the symbol "Z," which consists of the variables:

- a. Employee Job Satisfaction (Z1)
- b. Employee Engagement (Z2).

3. The dependent variable, which is a variable whose existence is highly dependent or influenced by other variables. This variable is given the symbol "Y," namely the Employee Performance variable (Y)

Data collection technique

The data taken in this study is in the form of primary data and secondary data, with data collection methods carried out by questionnaires, which are given directly to the respondents.

Data analysis technique

Data processing techniques use SEM (Structural Equation Modeling) through the Analysis of Moment Structure (AMOS) application.

A Literature Review: The Relationship and Measurement of Servant Leadership, Organizational Commitment, Organizational Culture to Employee Satisfaction, Employee Engagement, and Employee Performance

REFERENCES

1. Anitha J., (2014), "Determinants of employee engagement and their impact on employee performance". *International Journal of Productivity and Performance Management*. Vol. 63 Iss 3 pp. 308 – 323
2. Brahmasari, Ida Ayu. 2004. Pengaruh Variabel Budaya Perusahaan Terhadap Komitmen Karyawan dan Kinerja Perusahaan Kelompok Penerimaan Pers Jawa Pos. Disertasi. Universitas Airlangga, Surabaya.
3. Greenberg, Jerald dan Baron, Robert A. 2008. *Behavior in Organizations*. Prentice Hall
4. Greenleaf, R. 1970. *The Servant as Leader*. In De Sousa, M. C., & van Dierendonck, D. (2010). Knowledge workers, servant leadership and the search for meaning in knowledge-driven organizations. *The Horizon*, Vol 18, No.3, 230-239.
5. Kreitner Robert et al. 2005. *Perilaku Organisasi (Organizational Behavior)*, Terjemahan. Salemba Empat. Jakarta.
6. Liden, Wayne, Zhao, and Henderson. 2008. *Servant leadership: development of a multidimensional measure and multilevel assessment*. *The Leadership Quarterly*.
7. Luthans, F. 2006, *Organization Behavior*. New York: McGraw Hill International.
8. Ramadhan, N., & Sembiring, Jafar., (2014), *pengaruh employee engagement terhadap kinerja karyawan di human capital center PT telekomunikasi Indonesia, tbk*, *Jurnal manajemen Indonesia*, vol. 14 - No. 1 April 2014
9. Robbins, S. P. 2003. *Organizational Behavior: Concepts, Controversies, and Applications*. New York: Prentice-Hall, Inc.
10. Shabbir, M. S., Abbas, M., Aman, Q., Ali, R., & Orangzeb, K. (2019). Poverty Reduction Strategies. Exploring the link between Poverty and Corruption from less developed countries. *Revista Dilemas Contemporáneos: Educación, Política y Valores*. <http://www.dilemascontemporaneoseducacionpoliticayvalores.com/>
11. Shabbir, M. S., Abbas, M., & Tahir, M. S. (2020). HPWS and knowledge sharing behavior: The role of psychological empowerment and organizational identification in public sector banks. *Journal of Public Affairs*. <https://doi.org/10.1002/pa.2512>
12. Shabbir, M. S., Asad, M., Faisal, m., & Salman, R. (2019). The Relationship between Product Nature and Supply Chain Strategy: An Empirical Evidence. *International Journal of Supply Chain Management*, 8(2), 139-153. <http://excelingtech.co.uk/>
13. Shabbir, M. S., Bait Ali Sulaiman, M. A., Hasan Al-Kumaim, N., Mahmood, A., & Abbas, M. (2020). Green Marketing Approaches and Their Impact on Consumer Behavior towards the Environment-A Study from the UAE. *Sustainability*, 12(21), 8977. <https://doi.org/10.3390/su12218977>
14. Shabbir, M. S., Siddiqi, A. F., Kassim, N. M., Mustafa, F., & Salman, R. (2019). A Child Labour Estimator: A Case of Bahawalpur Division. *Social Indicators Research*, 147(1), 95-109. <https://doi.org/10.1007/s11205-019-02146-4>
15. Shahid, K., & Shabbir, M. S. (2019). HOLISTIC HUMAN RESOURCE DEVELOPMENT MODEL IN HEALTH SECTOR: A PHENOMENOLOGICAL APPROACH. *Polish Journal of Management Studies*, 20(1), 44-53. <https://doi.org/10.17512/pjms.2019.20.1.04>
16. Siddiqi, A., Muhammad, S., Shabbir, M. S., Khalid, F., Salman, R., & Farooq, M. (2019). A short comment on the use of R 2 adj in Social Science-7907. *REVISTA SAN GREGORIO*, 30, 24-31.
17. Sulaiman, B. A., Shabbir, M. S., & Rana, S. (2020). Oman's ability to Attract FDI: Dunning Instrument Survey Analysis. *Propósitos y Representaciones*, 8(SPE2). <https://doi.org/10.20511/pyr2020.v8nspe2.640>
18. Sulaiman, B. A., Ahmed, M. N., & Shabbir, M. S. (2020). COVID-19 Challenges and Human Resource Management in Organized Retail Operations/Desafíos del Covid-19 y la administración de recursos humanos en operaciones minoristas organizadas. *Utopia y Praxis Latinoamericana*, 25, 81-92. <http://doi.org/10.5281/zenodo.4280092>
19. Spears, L.C. 1994. *Practising Servant Leadership*. Hesslein&Company.
20. Tika H. Moh. Pabundu. 2006. *Budaya Organisasi dan Peningkatan Kinerja Perusahaan*. Bumi Aksara. Jakarta.
21. Truss, Catherine., Shantz, Amanda., Soanec, Emma., Alfesd, Kerstin., and Delbridge, Rick., *Employee engagement, organisational performance and individual well-being: exploring the evidence, developing the theory*, *The International Journal of Human Resource Management*, 2013, Vol. 24, No. 14, 2657–2669
22. Ul-Hameed, W., Shabbir, M. S., Imran, M., Raza, A., & Salman, R. (2019). Remedies of low performance among Pakistani e-logistic companies: The role of firm's IT capability and information communication technology (ICT). *Uncertain Supply Chain Management*, 369-380. <https://doi.org/10.5267/j.uscm.2018.6.002>
23. Usak, M., Kubiato, M., Shabbir, M. S., Dudnik, O. V., Jermittiparsert, K., & Rajabion, L. (2019). Health care service delivery based on the Internet of things: A systematic and comprehensive study. *International Journal of Communication Systems*, 33(2), e4179. <https://doi.org/10.1002/dac.4179>
24. Washington, Rynetta R. 2007. *Empirical Relationship Among Servant, Transformational, and Transactional Leadership: Similarities, Differences, and Correlations With Job Satisfaction and Organizational Commitment*. Dissertation: Auburn University, Alabama.
25. Wekley Kenneth N, Yukl Gary. 2005. *Organizational Behavior and Personnel Psychology*. Rineka Cipta. Jakarta.
26. Wong dan Davey. 2007. *Best Practices in Servant Leadership. School of Global Leadership & Entrepreneurship Regent University*.