



Analysis Servant Leadership, Competence, and Motivation on Performance Employee: Study Literature Review

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Abstract: The Effect of Servant Leadership, Competence and Motivation on Performance Employee is a scientific article in the literature study within the scope of the field of science. The purpose of this article is to build a hypothesis of the influence between variables that will be used in further research. Research objects in online libraries, Google Scholar, Mendeley, and other academic online media. The research method with the research library comes from e-books and open-access e-journals. The results of this article: 1) Servant Leadership has an effect on Performance Employee; 2) Competence has an effect on the Performance of Employee; and 3) Motivation has an effect on Performance Employee.

Keywords: Performance Employee, Servant Leadership, Competence, Motivation

INTRODUCTION

Cargo companies in general are by air and sea, this cargo company has a service for shipping goods on domestic or international routes, this service company helps the exportation & importation process from picking up goods to delivering goods to the owner of the goods. This business is one of the potential job creators, the human resources who work are diverse, ranging from those with low or high education depending on the position set by the company. With the existence of cargo companies in DKI Jakarta, it is enough to help the government to channel job seekers in reducing the unemployment rate in DKI Jakarta. In addition to being useful for the community in expanding employment and this business is also one of the sources of state revenue in the tax sector which is quite large with the obligation to pay taxes on the delivery of goods commonly referred to as the imposition of import or export duties and excise.

In this day and age, cargo companies are also currently growing rapidly and are in great demand by goods owners to support the continuity of their business of distributing their products which will be sent through the cargo company. Cargo companies have advantages in terms of shipping goods such as starting from the process of completing documents by Customs Service Company Entrepreneurs and Sea Shipload Expeditions at the port of destination which aims to remove goods from the sea port to the warehouse of the owner of the goods, in terms of releasing these goods, competent and integrity Human Resources are needed.

There are several barometers that can be taken to say the delivery is the best delivery in front of the customer. This barometer is based on observations at several cargo companies in DKI Jakarta, among others: (1) Delivery without a shortage of goods (2) Goods are not damaged during handling or delivery (3) Delivery of goods according to the time schedule determined by the cargo (4) Arrival of goods on time according to predicted delivery of goods. (5) Informative for the process of checking the position of goods delivery. (6) Having a relatively cheap shipping price with an estimated time that is comparable to the price. (5) Has good technological features, so that delivery will be more flexible. (6) Delivery services are transparent with the price of each product. (7) Delivery services are trusted by customers.

With this barometer, management considers it important to implement a performance appraisal system for all employees, employee performance appraisal is a method used by management in a company to see and evaluate the results of employee performance, which is conceptualized conceptually and standardized which has been designed for an assessment period once every six months which is used as a basis for rewarding employees whose performance is good and providing training for employees whose performance does not meet the expectations of management. Performance appraisals are also referred to as employee evaluation processes, performance review mechanisms, and results assessment programs. A well-implemented and continuous performance evaluation can be useful in preventing performance decline and improving employee performance in a cargo sector.

Based on empirical experience, many students and authors have difficulty finding supporting articles for their scientific work as previous research or as relevant research. Relevant articles are needed to strengthen the theory being studied, to see the relationship or influence between variables and to build hypotheses. This article discusses the influence of Servant Leadership, Competence, and Motivation on Employee Performance, a literature review study in the field of science.

Based on the background, the purpose of writing this article is to build hypotheses for further research, namely to formulate: 1) The effect of Servant Leadership on Employee Performance; 2) The effect of Competence on Employee Performance; and 3) The effect of Motivation on Employee Performance;

METHODS

The method of writing Literature Review articles is by using the library research method and Systematic Literature Review (SLR), analyzed qualitatively, sourced from Google Scholar online applications, Mendeley and other online academic applications.

Systematic Literature Review (SLR) is defined as the process of identifying, assessing and interpreting all available research evidence with the aim of providing answers to specific research questions, (Kitchenham et al., 2009).

In qualitative analysis, literature review should be used consistently with methodological assumptions. One of the reasons for conducting qualitative analysis is that the research is exploratory, (Ali, H., & Limakrisna, 2013).

RESULT AND DISCUSSION

Result

Based on the background, objectives and methods, the results of this article are as follows:

Performance Employee

Employee performance is the level of success of an individual in achieving predetermined goals, (Pauzi et al., 2022).

Employee Performance Employee performance is a set of task-relevant behaviors that directly or indirectly affect the achievement of organizational goals, (Safitri, 2019).

Dimensions, indicators, syntheses, or factors that have an impact on Employee Performance are Quantity meaning the amount of work completed by employees. Quality means the quality of work produced by employees. Timeliness means the ability of employees to complete work on time. Efficiency means the ability of employees to complete work using minimal resources. Obedience means employee compliance with company rules and policies. Cooperation means the employee's ability to work together with others. Initiative means the employee's ability to work independently and take initiative. Interpersonal skills mean the employee's ability to communicate and get along with others.

Employee Performance has been widely researched by previous researchers including (Pusparani et al., 2021), (Limakrisna et al., 2016) and (Arifianti, 2022)

Servant Leadership

Servant Leadership is a leadership philosophy that focuses on serving the needs of its followers first. Servant leaders place the needs and development of their followers as a top priority, with the goal of creating a positive and productive work environment, (Amir & Sallatu, 2022).

Servant Leadership a servant leader as one who chooses to serve first, and then lead as a result of that, (Rosalina et al., 2021)

The dimensions, indicators, synthesis or factors that influence Servant Leadership are technical skills meaning the ability of employees to complete technical tasks. Interpersonal skills mean the ability of employees to communicate and get along with others. Critical thinking skills means the employee's ability to solve problems and make decisions. Work attitude means the positive attitude of employees towards their work. Motivation means the desire and enthusiasm of employees to work well, (Sarwar et al., 2021), (Meuser & Smallfield, 2023), (Ray Jones, 2018).

Servant Leadership has been widely researched by previous researchers including (Sari et al., 2021), (Nemati et al., 2022), and (Neubert et al., 2022), (Susanto et al., 2023).

Competence

Competence is an individual's basic characteristics associated with sustained or superior performance in a job. These characteristics can be in the form of knowledge, skills, attitudes, and motives, (Angkoso & Setyawati, 2019).

Competence Competence is the ability to do a job well. This ability consists of the knowledge, skills, and attitudes needed to complete job tasks, (Widiyanto et al., 2023)

Dimensions, indicators, synthesis or factors that affect Competence are Skills, Knowledge, Attitude, Competency indicators are important tools to help organizations in the recruitment process, employee development, performance appraisal, and increase productivity and efficiency, (Raudeliūnienė & Meidutė-Kavaliauskienė, 2014), (Rantesalu et al., 2016), (Rahimić et al., 2012).

Competence has been widely researched by previous researchers including (Mengjun, 2018), (Nasir & Mahmood, 2018), and (Sulantara et al., 2020).

Motivation

Motivation is an internal and external drive that encourages a person to take action and achieve goals, (Yusuf, 2021)

Motivation is the human need that drives them to act and achieve goals, (Siagian et al., 2023)

The dimensions, indicators, synthesis or factors that influence Motivation are Work performance, Work performance, Work behavior, (Al’Abri et al., 2022)

Motivation has been researched by many previous researchers including (Caissar et al., 2022), (Triswanto, 2020), and (Stollberger et al., 2019)

Review Relevant Articles

Reviewing relevant articles as a basis for determining research hypotheses by explaining the results of previous studies, explaining the similarities and differences with the research plan, from relevant previous studies such as table 1 below.

Table 1: Relevant Research Results

No	Author (Year)	Previous Research Results	Similarities with this article	Differences with this article	H
1	(Li et al., 2015)	Servant Leadership and Employee Needs have a positive and significant effect on Employee Performance.	Servant Leadership affects Employee Performance	Employee Needs affect Employee Performance	H1
2	(Zada et al., 2023)	Servant Leadership and Self Efficacy have a positive and significant effect on Employee Performance	Servant Leadership berpengaruh terhadap Performance Employee	Self Efficacy affects Employee Performance	H1
3	(Nimran et al., 2022)	Competence and Organizational Commitment have a positive and significant effect on Employee Performance	Competence affects Employee Performance	Organizational Commitment affects Employee Performance	H2
4	(Hapsari Indria Dwi et al., 2022)	Competence and work place have a positive and significant effect on Employee Performance	Competence affects Employee Performance	Work palce affects Employee Performance	H2
5	(Caissar et al., 2022)	Motivation and Discipline have a positive and significant effect on Employee Performance	Motivation affects Employee Performance	Discipline affects Employee Performance	H3
6	(Tabrani, 2020)	Motivation and Mentoring have a positive and significant effect on Employee Performance	Motivation affects Employee Performance	Mentoring affects Employee Performance	H3

Discussion

Based on the theoretical study, the discussion of this literature review article is to review relevant articles, analyze the influence between variables and make a conceptual thinking research plan:

Based on the research results, the discussion of this article is to review relevant articles, analyze the influence between variables and make conceptual thinking research plans:

Influence of Servant Leadership on Employee Performance.

Servant Leadership is someone who becomes a servant first. It starts from the natural feeling that someone who wants to serve, must first serve.

The principle or concept of Servant Leadership is a leadership that starts from a sincere feeling that arises from the heart to serve, put the needs of followers as a priority, get things done with others and help others in achieving a common goal.

Servant Leadership affects Employee Performance, if Servant Leadership is perceived well, Employee Performance will be perceived well too. That to improve Employee Performance is supported by several indicators of Employee Performance variables.

The factors that influence Servant Leadership are organizational culture, management commitment and team members.

To improve Employee Performance by paying attention to Servant Leadership, what management must do is foster closeness together with subordinates, where a leader will run smoothly if the support from subordinates is solid.

Servant Leadership affects Employee Performance, this is in line with research conducted by: (Syahda & Handoyo, 2022), (Rosalina et al., 2021), (Paesen et al., 2019).

Influence of Competence on Employee Performance

Competence is the work ability of each individual which includes aspects of knowledge, skills, and work attitudes that are in accordance with the expected standardization.

Competence principles or concepts are Competence Assessment, Communication, Cooperation, Problem Solving, Initiative.

Competence affects Employee Performance, if Competence is perceived well, Employee Performance will be perceived well too. This can be explained that the higher the employee's performance, the higher the productivity of the company which is supported by the Performance Employee indicator.

Factors that influence Competence are motivation, desire to progress, interest in learning, training.

Competence plays a role in Employee Performance, this is in line with research conducted by: (Gultom et al., 2022), (Moehariono, 2014), (Ekananta et al., 2018).

Influence of Motivation on Employee Performance

Motivation is an impulse that arises in a person consciously or unconsciously to take an action with a specific purpose.

Motivation principles or concepts are Motivation principles are the principles of providing encouragement or stimulation to arouse interest in speaking to a person, group, or public.

Motivation affects Employee Performance, if Motivation is perceived well, Employee Performance will be perceived well too. This can be explained that motivation has a great influence and the Employee Performance indicator as a supporting factor.

Factors that affect Motivation are Factors that affect intrinsic motivation, namely: the desire and desire to succeed, the encouragement and needs in learning, the hope and ideals of the future, the appreciation of learning.

Motivation plays a role in Employee Performance, this is in line with research conducted by: (Wau & Purwanto, 2021), (Bulo & Tumbuan, 2015), (Yusuf, 2021).

Conceptual Framework of Research

Based on the formulation of the problem, relevant research and discussion, the conceptual framework of this article is as shown in Figure

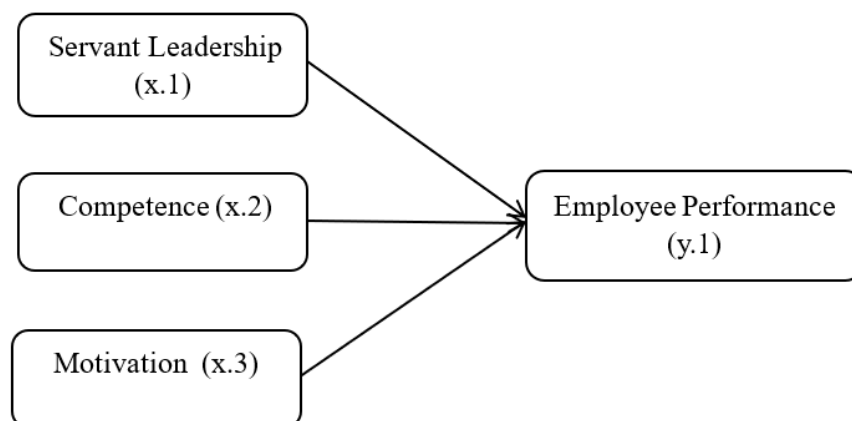


Figure 1: Conceptual Framework

Based on the conceptual framework above, then: Servant Leadership, Competence, and Motivation affect Employee Performance. Apart from the three exogenous variables that affect Employee Performance, there are still many other variables, including:

- 1) x4: (Kloster, 2015), (Neupane, 2015), (Hollywood et al., 2016), (Cox et al., 2014), (Colombo & Werther, 2003)
- 2) x5: (Zahara, 2017), (Hollywood et al., 2016), (Jarosz, 2021), (Mnasi et al., 2022), (Brown et al., 2019)
- 3) x6: (Shen & Ren, 2023), (Mukhalipi, 2018), (Jung et al., 2021), (Crawford et al., 2013), (Zheng et al., 2019)

CONCLUSION

Based on the objectives, results, and discussion, the conclusion of this article is to formulate hypotheses for future research, namely:

- 1) Servant Leadership affects Employee Performance
- 2) Competence affects Employee Performance
- 3) Motivation affects Employee Performance

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