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The Influence of Servant Leadership and Intrinsic Motivation on Employee Performance Through Organizational Commitment in Subdistrict Government Institutions

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Abstract: This research aims to determine and analyze the influence of servant leadership and intrinsic motivation on employee performance through organizational commitment in Subdistrict Government Institutions. The method used in this research is descriptive verification and quantitative methods. The object of research in this study is the Influence of Servant Leadership and Intrinsic Motivation on Employee Performance Through Organizational Commitment in Jelutung Sub District Government, Jambi City. In this research, the sampling technique used was a nonprobability sampling approach with a purposive sampling method. Based on the approach, it can be seen that the number of samples is 56 people. This research uses the PLS analysis method. Based on data processing, Servant Leadership is in the serving category. Then, to describe the Intrinsic Motivation variable, it shows that the Intrinsic Motivation of employees in Subdistrict Government Institutions is high. Next is a description of the Organizational Commitment variable in the high category. Meanwhile, an overview of employee performance variables in the high category. Based on the research results, Servant Leadership has a positive and significant effect on Organizational Commitment, Intrinsic Motivation has a positive and significant effect on Organizational Commitment, Servant Leadership has a positive and significant effect on employee performance, Intrinsic Motivation has a positive and significant effect on employee performance, Organizational Commitment has a positive and significant effect on employee performance, Servant Leadership has a significant and positive effect on employee performance through Organizational Commitment and Intrinsic Motivation has a significant and positive effect on employee performance through Organizational Commitment in SubDistrict Government.

Keyword: Servant Leadership, Intrinsic Motivation, Organizational Commitment, Employee Performance

INTRODUCTION

Low quality of human resources causes a decrease in the effectiveness of employee performance. Effectiveness is the ability to choose the right goals or the right equipment to achieve the goals that have been set (Handoko, 2012). When viewed from the aspect of success in achieving goals, effectiveness is focused on the level of achievement of organizational goals. Furthermore, viewed from the aspect of timeliness, effectiveness is the achievement of various predetermined targets on time by using certain resources that have been allocated to carry out various activities. Employee performance is very much needed in companies and agencies, because employees and companies are related to one another. The human resources in the agency or company show the success or failure of the goals of an agency or organization. Performance or work results are the results of work in terms of quality and quantity that must be achieved by an employee in carrying out his duties in accordance with the responsibilities given to him by the leadership (Mangkunegara, 2015).

According to Handoko (2014), performance factors are also influenced by motivation, job satisfaction, stress levels, physical conditions of work, compensation systems, job design, commitment to the organization and other economic, technical and behavioral aspects. Leadership is one of the determinants of organizational success (Robbins & Judge, 2017). Theoretically, various leadership characteristics can be used as models to influence employee performance effectively, Servant Leadership characteristics are one of them (Trompenaars and Voerman, 2010). The Servant Leadership concept is a new concept that complements the previously existing concept of transformational leadership. Leadership characteristics are a leadership approach that pays special attention to increasing employee job satisfaction, psychological comfort, well-being, potential development and a personal approach (Spears, 2010). Servant leadership is an approach to organizational behavior of leaders towards their subordinates that is able to motivate employees and help workers realize their potential and take responsibility for their work.

Based on the opinion expressed by Simamora (2015), employee motivation to work, develop personal abilities, and improve future abilities is influenced by feedback regarding past performance and development. This opinion states that performance is positively influenced by employee motivation, if the employee's work performance is good, then he will be motivated to work even better to achieve the desired goals. If the employee knows that his performance is not good, he will most likely try to improve his performance so that he can continue working in that place, meaning that if his performance continues to be poor, it is not impossible that he will be dismissed from his job. The strongest motivation is intrinsic motivation because it is embedded directly within the employee. Through intrinsic motivation, employees are aware of their responsibilities and better work and are encouraged to be enthusiastic about completing their work well. Work results due to awareness create good performance and employees will be aware that by having good performance, they will be able to fulfill their life needs (Prahawan et al., 2014).

Kusumastuti and Nartjahjanti (2013) stated that employees with organizational commitment really want to become employees in the company concerned, so they have a higher sense of desire to use optimal effort to achieve company goals. Therefore, employees who have organizational commitment to the organization are very important because high organizational commitment will improve employee performance based on their love for the company and will influence the company's development. The sub-district area has a position as a regional apparatus under the district or city as well as a general organizer that directly deals with the wider community. To be able to create good employee work attitudes, various methods are needed that can be done by a leader of a government agency, namely by using appropriate leadership. The role of a leader is important to achieve the desired agency goals, for example in the Jelutung District Office, especially with regard to improving employee performance in carrying out their work. Employee performance is the work result that can be achieved by a

person or group of people in an agency according to their respective authority and responsibilities in order to realize the agency's goals.

Jelutung District is one of the sub-districts in Jambi City, as a government agency with all sub-district government organizational structures at the lower level which is the spearhead for the community. The success of an organization, including government organizations, namely the Jelutung sub-district government, is largely determined by the performance of its employees. Jelutung District has a vision of Jambi City as a community-based trade and service center city with morals and culture that prioritizes excellent service. Meanwhile, its mission is to strengthen bureaucracy and improve information technology-based public services and improve the quality of urban communities.

The identification of the problem in this research is that the number of meetings held by the Head of Jelutung District during 2018-2022 tends to remain unchanged, namely an average of 25 times, from 2018 to 2022 there are 11 employees (19.1%) who received long service awards. 15 to 30 years, then there were 11 people (19.1%) who received position awards and 15 people (22.1%) who were civil servants, CPNS and PTT who had accidents while carrying out their duties. However, only 6 employees (8.8%) received achievement awards. There are still many employees who have worked for less than 3 years, so their commitment has not been proven. There were 2 employees who applied for transfers to other sub-districts because they wanted to find a new working atmosphere. Of the 9 types of services provided by Jelutung Sub-district during 2018-2022, only 2 types of services achieved 100%, namely heir certificates and student research permits. Business License Recommendation Letters, Domicile Certificates, Certificates (Pasport Making), Marriage Dispensation Letters, Community Permit Letters, Personal Clean Certificates and Certificates of Incapacity were not realized 100%.

Based on research conducted by (Alviani et al., 2021) And (Ajis et al., 2020) said that servant leadership has a significant effect on employee performance. Meanwhile, research conducted by (Kamanjaya et al., 2017) said servant leadership does not have a significant effect on employee performance.

A number of researches conducted by (Suryadi & Efendi, 2019), (Haryanto & Mukrodi, 2022) And (Hidayah et al., 2022) said that intrinsic motivation has a significant effect on employee performance. Most research says that intrinsic motivation has a dominant influence on employee performance. On the other hand, research conducted by Nelizulfa et al (2018) said that intrinsic motivation does not have a significant effect on employee performance.

Then based on research conducted by Utomo (2014), Son (2013), Iskandar (2012), Sagita and Novyanti (2015), Selan et al (2016), and Zahari et al (2023) said that organizational commitment has a significant effect on employee performance. Then other research conducted by (Sapitri, 2016) said that organizational commitment does not have a significant effect on employee performance.

In this way, employee performance becomes strategic to research so that it can be seen whether the variables of servant leadership, intrinsic motivation and organizational commitment influence employee performance. Based on this phenomenon, the researcher is interested in further researching this research in the form of a thesis entitled "The Influence of Servant Leadership and Intrinsic Motivation on Employee Performance Through Organizational Commitment in Jelutung District".

METHOD

The method used in this research is descriptive verification and quantitative methods. According to Sugiyono (2016) defines the verification method, namely a research method through proof to test the hypothesis resulting from descriptive research with statistical calculations so that proof results are obtained that show the hypothesis is rejected or accepted. Meanwhile, quantitative can be interpreted as a research method based on the philosophy of

positivism, used to research certain populations or samples, sampling techniques are generally carried out randomly, data collection uses research instruments, data analysis is quantitative/statistical with the aim of testing hypotheses that have been established. The analytical tool used is PLS analysis. There is a number of reason which become reason used PLS in something study. In this study reasons the that is: First, PLS (Partial Least Square) is method analysis data Which based assumption sample No must big, that is amount sample not enough from 100 Can done analysis, And residuals distribution, second, PLS can used For analyze theory Which Still said weak, Because PLS can used For prediction, third, PLS possible algorithm with use analysis series ordinary least square (OLS) so that obtained efficiency calculation algorithm (Ghozali & Latan, 2015). Fourth, on approach PLS, assumed that all size variance can used for explain.

RESULTS AND DISCUSSION

Convergent Validity Testing

The results of initial research model calculations using SmartPLS 3.0 software can be seen in the following image:

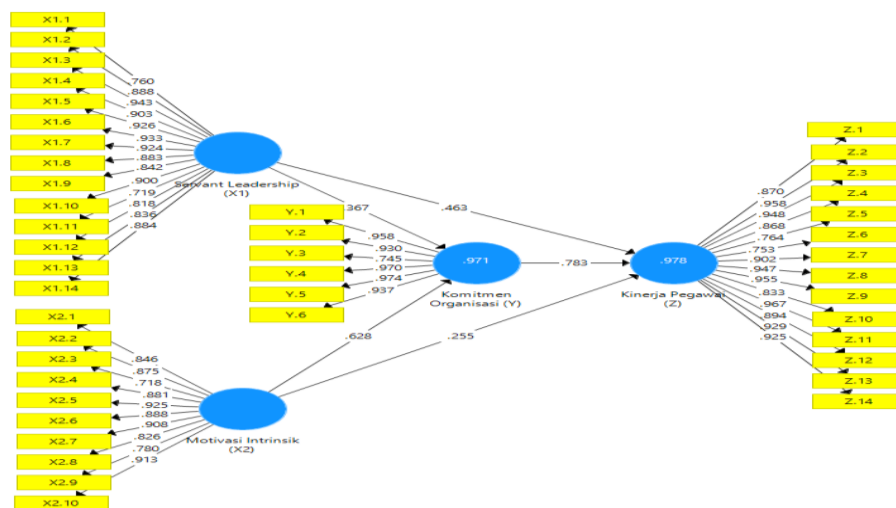


Figure 1. Results of Initial Research Model Calculations

The image above is the first step in answering research objectives number 2-8. The picture above shows that all loading factors are above 0.70. The calculation results of the third model are considered reliable because all loading factors are above 0.70.

Next, we move on to another measure to determine convergent validity at the construct level, namely average variance extracted (AVE). The provision in the measurement model (outer model) is that AVE is considered to have met convergent validity if the AVE value is greater than 0.50. The results of the AVE value are as follows:

Table. 1 Average Variance Extracted Value

Variable	AVE Value	Information
Servant Leadership (X1)	,758	Valid
Intrinsic Motivation (X2)	,737	Valid
Organizational Commitment (Y)	,851	Valid
Employee Performance (Z)	,803	Valid

Source: Smart PLS Version 3.0 (2023)

Table 1 shows that all the AVE values above show a value of > 0.5, where the AVE value of each construct or indicator in the research variable can be declared valid. Based on this, it

can be concluded that the construct has met the validity test at the convergent stage. Stages furthermore is do test discriminant validity use Cross-loadings. Something indicator state fulfil discriminant validity if mark cross loading indicator on the variable is Which biggest compared to on variable other or mark cross loading more big from 0.7. Results testing discriminant validity obtained as following:

Table 2. Cross Loading

	E-Government	Competency	Work Motivation	Employee Performance
X1.1	,760	,748	,729	,753
X1.2	,888	,841	,892	,896
X1.3	,943	,885	,921	,939
X1.4	,903	,833	,897	,943
X1.5	,926	,850	,869	,882
X1.6	,933	,849	,872	,898
X1.7	,924	,861	,882	,876
X1.8	,883	,870	,859	,833
X1.9	,842	,838	,827	,782
X1.10	,900	,886	,882	,848
X1.11	,719	,629	,647	,759
X1.12	,818	,780	,769	,825
X1.13	,836	,884	,823	,782
X1.14	,884	,915	,901	,870
X2.1	,798	,846	,790	,747
X2.2	,792	,875	,837	,770
X2.3	,642	,718	,621	,586
X2.4	,817	,881	,874	,824
X2.5	,850	,925	,920	,881
X2.6	,935	,888	,915	,937
X2.7	,905	,908	,926	,927
X2.8	,762	,826	,785	,743
X2.9	,818	,780	,769	,825
X2.10	,871	,913	,911	,898
Y.1	,916	,920	,958	,932
Y.2	,871	,874	,930	,904
Y.3	,759	,759	,745	,763
Y.4	,942	,967	,970	,947
Y.5	,970	,966	,974	,967
Y.6	,890	,920	,937	,908
Z.1	,794	,822	,853	,870
Z.2	,911	,865	,909	,958
Z.3	,933	,943	,965	,948
Z.4	,775	,774	,844	,868
Z.5	,703	,622	,655	,764
Z.6	,760	,748	,729	,753
Z.7	,917	,883	,902	,902
Z.8	,947	,917	,949	,947
Z.9	,963	,931	,962	,955
Z.10	,818	,809	,786	,833
Z.11	,970	,966	,974	,967
Z.12	,819	,828	,870	,894
Z.13	,946	,926	,927	,929
Z.14	,945	,900	,923	,925

Source: Smart PLS Version 3.0 (2023)

Based on Table 2, it can be seen that all indicators in the research variables have cross loading values greater than 0.7. Based on the results obtained, it can be stated that the indicators

used in this research have good discriminant validity in compiling their respective variables. The composite reliability and Cronbach Alpha values for each variable can be seen in Table 3 as follows:

Table 3. Composite Reliability

Variable	Composite Reliability	Information	Cronbach Alpha	Information
X1	,982	Reliable	,979	Reliable
X2	,971	Reliable	,966	Reliable
Y	,969	Reliable	,966	Reliable
Z	,973	Reliable	,968	Reliable

Source: Smart PLS Version 3.0 (2023)

Based on Table 3, the results of the composite reliability and Cronbach's alpha tests show that the values of all variables can be said to be reliable because they have a composite reliability value greater than 0.70. This means that all variables can be said to be reliable, trustworthy and research data can be used to produce the best research.

Hypothesis test

Testing and evaluating the inner model is carried out to hypothesize the influence of exogenous variables on endogenous variables by comparing the results of the p value of the path coefficient with a significance level of $\alpha = 0.05$. The test can be said to be very significant if the p value is less than or equal to 0.05 ($p \text{ value} \leq 0.05$) or using the t table value, namely 1.96 with the criteria for rejecting and accepting the hypothesis, namely if the t-statistic > t count then the hypothesis is rejected, and if the t-statistic < t count then the hypothesis is accepted. The bootstrapping output results in SmartPLS 3.0 can be seen in the following table:

Table 4. Results for Inner Weights

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Servant Leadership (X1) -> Organizational Commitment (Y)	,367	,355	.127	2,896	,004
Intrinsic Motivation (X2) -> Organizational Commitment (Y)	,628	,640	.122	5.132	,000
Servant Leadership (X1) -> Employee Performance (Z)	,463	,473	,166	2,780	,006
Intrinsic Motivation (X2) -> Employee Performance (Z)	-.255	-.243	.125	2,035	,042
Organizational Commitment (Y) -> Employee Performance (Z)	,783	,762	,200	3,911	,000
Servant Leadership (X1) -> Organizational Commitment (Y) -> Employee Performance (Z)	,287	,270	.122	2,363	.019
Intrinsic Motivation (X2) -> Organizational Commitment (Y) -> Employee Performance (Z)	,492	,488	,150	3,278	,001

Source: Smart PLS Version 3.0 (2023)

In PLS testing in a was statistics every connection Which hypothesized done with use simulation. In matter This done method Bootstrapping to sample. Testing with bootstrapping Also intended for minimize problem abnormality data study. Results testing with bootstrapping on application Smart PLS 3.0 is as following:

Hypothesis Testing the Effect of Servant Leadership on Organizational Commitment

The t statistics value is $2.896 > 1.96$ and the P value is 0.004, which is smaller than 0.05, so the hypothesis H1 is accepted. With these results, it can be stated that the Servant Leadership variable has a positive and significant effect on Organizational Commitment. This means that if Servant Leadership increases, Organizational Commitment will increase.

Hypothesis Testing of the Effect of Intrinsic Motivation on Organizational Commitment

The t statistics value is $5.132 > 1.96$ and the P value is 0.000, which is smaller than 0.05, so the hypothesis H1 is accepted. With these results, it can be stated that the Intrinsic Motivation variable has a significant and positive effect on Organizational Commitment. This means that if Intrinsic Motivation gets better, Organizational Commitment will increase.

Hypothesis Testing the Effect of Servant Leadership on Employee Performance

The t statistics value is $2.780 > 1.96$ and the P value is 0.006, which is smaller than 0.05, so the hypothesis H1 is accepted. With these results, it can be stated that the Servant Leadership variable has a significant and positive effect on employee performance. This means that if Servant Leadership increases, performance will increase.

Hypothesis Testing the Effect of Intrinsic Motivation on Employee Performance

The t statistics value is $2.035 > 1.96$ and the P value is 0.042, which is smaller than 0.05, so the hypothesis H1 is accepted. With these results, it can be stated that the Intrinsic Motivation variable has a positive and significant effect on employee performance. This means that if Intrinsic Motivation gets better, performance will increase.

Hypothesis Testing the Effect of Organizational Commitment on Employee Performance

The t statistics value is $3.911 > 1.96$ and the P value is 0.000, which is smaller than 0.05, so the hypothesis H1 is accepted. With these results, it can be stated that the Organizational Commitment variable has a positive and significant effect on employee performance. This means that if Organizational Commitment increases, performance will increase.

Hypothesis Testing the Effect of Servant Leadership on Employee Performance Through Organizational Commitment

The t statistics value is $2.363 > 1.96$ and the P value is 0.019 which is smaller than 0.05 so that the H1 hypothesis is accepted. With these results, it can be stated that the Servant Leadership variable has a significant and positive effect on employee performance through organizational commitment. This means that if Servant Leadership increases, performance will increase through organizational commitment.

Hypothesis Testing the Effect of Intrinsic Motivation on Employee Performance Through Organizational Commitment

The t statistics value is $3.278 > 1.96$ and the P value is 0.001, which is smaller than 0.05, so the hypothesis H1 is accepted. With these results, it can be stated that the Intrinsic Motivation variable has a positive and significant effect on employee performance through organizational commitment. This means that if Intrinsic Motivation gets better, performance will increase through organizational commitment.

Test Hypothesis Influence Competence to Performance Employee with Motivation Work As Variable Intervening

Then Results testing hypothesis show that connection variable competence to performance employee with motivation Work as variable intervening show coefficient track as

big as 0.352 with Mark t statistics $2,634 > 1.96$ And mark P Values his is 0.009 more small from 0.05 so that hypothesis H1 accepted. With results the so can stated that competence influential significant and positive to performance employee with motivation Work as variable intervening. It means If competence and motivation Work increase so performance will increases.

Discussion

Overview of Employee Performance, Servant Leadership, Intrinsic Motivation, and Organizational Commitment in Jelutung District

Information on the results of the questionnaire regarding Servant Leadership shows that the total Servant Leadership score is 3228 in the serving category. Then, the description of Intrinsic Motivation shows that the Intrinsic Motivation of employees in Jelutung District is high with a score of 2307. Furthermore, the description of Organizational Commitment shows that the Organizational Commitment score is 1399 in the High category. Meanwhile, the description of employee performance shows that the score is 3259 in the high category.

The Influence of Servant Leadership on Organizational Commitment

The research results show that Servant Leadership has a positive and significant effect on Organizational Commitment. These results agree with the results of research conducted by Alvian et al., (2021) which states that servant leadership has a positive and significant effect on organizational commitment. The influence of Servant Leadership on Organizational Commitment is because the leader communicates honestly and openly, the leader has a high level of responsibility, the leader likes to help others, the leader places the needs of followers above his own needs, the leader treats others with respect, the leader appreciates the contribution of employees who have worked well, the leader is willing to help others in dealing with emotional stress, the leader encourages employees to accept all differences, the leader provides learning opportunities that are independent of the risk of employee mistakes, the leader provides mentoring and training when needed, the leader opposes practices or policies that are unfair and unfair equal, the leader opposes attempts to manipulate or betray people or degrade or violate the human rights of others, the leader gives subordinates the right amount of autonomy or freedom and the leader encourages followers to express concern or reject views without becoming defensive so that Servant Leadership has a positive and significant influence on Organizational Commitment.

The Influence of Intrinsic Motivation on Organizational Commitment

The research results show that the Intrinsic Motivation variable has a significant and positive effect on Organizational Commitment. These results agree with the statement Rivai, (2014) that individuals who have high motivation will also have high commitment to the organization. The proposition built into the causality between these variables is that the higher the employee's work motivation, the higher the employee's commitment to the institution. The influence of Intrinsic Motivation on Organizational Commitment is because employees have an awareness of responsibility in carrying out tasks, employees have an awareness of responsibility in completing tasks, employees want to get achievements in the results of their work, employees want their work results to get better every time, employees feel happy with the work they do. owned, employees feel happy about getting a work position placed by the leader, employees get awards for themselves when they achieve good performance, employees can appreciate themselves so that motivation arises from within, employees feel that their current workplace has clear and challenging goals and Employees can carry out tasks with clear work targets so that Intrinsic Motivation has a significant and positive effect on Organizational Commitment.

The Influence of Servant Leadership on Employee Performance

The research results show that the relationship between the Servant Leadership variable has a positive and significant effect on employee performance. These results agree with research conducted by Ajis et al., (2020) *The Influence of Servant Leadership on Employee Performance*. The influence of Servant Leadership on employee performance is because the leader communicates honestly and openly, the leader has a high level of responsibility, the leader likes to help others, the leader places the needs of followers above his own needs, the leader treats others with respect, the leader appreciates the contribution of employees who have worked well, the leader is willing to help others in dealing with emotional stress, the leader encourages employees to accept all differences, the leader provides learning opportunities that are independent of the risk of employee mistakes, the leader provides mentoring and training when needed, the leader opposes practices or policies that are unfair and unfair equal, the leader opposes attempts to manipulate or betray people or degrade or violate the human rights of others, the leader gives subordinates the right amount of autonomy or freedom and the leader encourages followers to express concern or reject views without becoming defensive so that Servant Leadership has a positive and significant influence on Employee Performance.

The Influence of Intrinsic Motivation on Employee Performance

The research results show that Intrinsic Motivation has a positive and significant effect on employee performance. These results agree with research conducted by (Haryanto & Mukrodi, 2022) in the results of his research on the influence of Intrinsic Motivation on performance which shows the results of the influence of Intrinsic Motivation on performance. The influence of Intrinsic Motivation on employee performance is because employees have an awareness of responsibility in carrying out tasks, employees have an awareness of responsibility in completing tasks, employees want to get achievements in the results of their work, employees want their work results to get better every time, employees feel happy with the work they do. owned, employees feel happy about getting a work position placed by the leader, employees get awards for themselves when they achieve good performance, employees can appreciate themselves so that motivation arises from within, employees feel that their current workplace has clear and challenging goals and employees can carry out tasks with clear work targets so that intrinsic motivation has a significant and positive effect on employee performance.

The Effect of Organizational Commitment on Employee Performance

The research results show that Organizational Commitment has a positive and significant effect on employee performance. These results agree with research conducted by Study (Alvian et al., 2021) which suggests that organizational commitment has a positive and significant effect on employee performance. The influence of Organizational Commitment on employee performance is because the employee is committed to the goals or vision and mission of the organization, the employee follows the way of work that was previously carried out in this organization, the employee is committed because the employee's superior does not allow the employee to move to another organization, the employee feels they have an obligation that must continue to be carried out. so that employees continue to work in this organization, employees have no other choice but to work here and employees cannot work as comfortably as they would if they worked in another organization so that Organizational Commitment has a significant and positive effect on Employee Performance.

The Influence of Servant Leadership on Employee Performance Through Organizational Commitment

The research results show that Servant Leadership has a significant and positive effect on employee performance through Organizational Commitment. The results of this study agree with research conducted by (Alvian et al., 2021) which suggests that organizational commitment has a positive and significant effect on employee performance through Organizational Commitment. The influence of Servant Leadership on employee performance through Organizational Commitment is because the leader communicates honestly and openly, the leader has a high level of responsibility, the leader likes to help others, the leader places the needs of followers above his own needs, the leader treats others with full respect, the leader appreciates employee contributions who has worked well, the leader is willing to help others overcome emotional stress, the leader encourages employees to accept all differences, the leader provides learning opportunities that are independent of the risk of employee mistakes, the leader provides mentoring and training when needed, the leader opposes practices or policies that are not fair and unequal, the leader opposes attempts to manipulate or betray people or degrade or violate the human rights of others, the leader gives autonomy or freedom to subordinates in the right amount and the leader encourages followers to express concern or reject views without becoming defensive so that Servant Leadership has a positive effect and significant to Employee Performance through Organizational Commitment.

The Influence of Intrinsic Motivation on Employee Performance Through Organizational Commitment

The research results show that Intrinsic Motivation has a significant and positive effect on employee performance through Organizational Commitment. The influence of Intrinsic Motivation on employee performance through Organizational Commitment is because employees have an awareness of responsibility in carrying out their duties, employees have an awareness of responsibility in completing tasks, employees want to get achievements in their work, employees want their work results to get better every time, employees feel happy with the work they have, employees feel happy about getting a position in the work field placed by the leadership, employees get awards for themselves when they achieve good performance, employees can appreciate themselves so that motivation arises from within, employees feel that their current place of work has a purpose. clear and challenging and employees can carry out tasks with clear work targets so that intrinsic motivation has a significant and positive effect on employee performance through organizational commitment.

CONCLUSION

1. Based on data processing, Servant Leadership is in the serving category. Then, to describe the Intrinsic Motivation variable, it shows that the Intrinsic Motivation of employees in Jelutung District is high. Next is a description of the Organizational Commitment variable in the high category. Meanwhile, an overview of employee performance variables in the high category.
2. Servant Leadership has a positive and significant effect on Organizational Commitment.
3. Intrinsic Motivation has a positive and significant effect on Organizational Commitment.
4. Servant Leadership has a positive and significant effect on employee performance.
5. Intrinsic Motivation has a positive and significant effect on employee performance.
6. Organizational Commitment has a positive and significant effect on employee performance.
7. Servant Leadership has a significant and positive effect on employee performance through Organizational Commitment..
8. Intrinsic Motivation has a significant and positive effect on employee performance through Organizational Commitment.

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