

The Effect of *Servant Leadership* and Motivation on Employee Performance: The Mediating of *Work Engagement*

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Abstract:

This research aims to determine the influence of Servant Leadership and Work Motivation on Employee Performance with Work Engagement as an Intervening Variable. The subjects of this research were 52 employees of the Trans Central Java Bus under the auspices of PT Mulia Orda Serasi. The author uses quantitative methods in this research where data is obtained through questionnaires. The data analysis that has been carried out shows that: (1) Servant leadership has a positive and insignificant influence on the performance of Trans Central Java bus employees. (2) Work motivation has a positive and significant influence on the performance of Trans Central Java bus employees. (3) Servant leadership has a positive and significant influence on the work engagement of Trans Central Java bus employees. (4) Work motivation has a positive and significant influence on the work engagement of Trans Central Java bus employees. (5) Work engagement has a positive and significant influence on the performance of Trans Central Java bus employees. (6) Work engagement can mediate the influence of servant leadership on the performance of Trans Central Java bus employees. (7) Work engagement can mediate the influence of work motivation on the performance of Trans Central Java bus employees.

Keywords: Servant Leadership; Work motivation; Employee performance; Work Engagement

Abstrak:

Penelitian ini bertujuan untuk mengetahui bagaimana pengaruh dari *Servant Leadership* dan Motivasi Kerja terhadap Kinerja Karyawan dengan *Work Engagement* Sebagai Variabel Intervening. Subjek dari penelitian ini merupakan karyawan Bus Trans Jawa Tengah dibawah naungan PT Mulia Orda Serasi sebanyak 52 responden. Penulis menggunakan metode kuantitatif dalam penelitian ini dimana data diperoleh melalui angket atau kuesioner. Dari analisis data yang telah dilakukan menunjukkan bahwa: (1) *Servant leadership* memiliki pengaruh secara positif dan tidak signifikan terhadap kinerja karyawan bus trans Jawa Tengah. (2) Motivasi kerja memiliki pengaruh secara positif dan signifikan terhadap kinerja karyawan bus trans Jawa Tengah. (3) *Servant leadership* memiliki pengaruh secara positif dan signifikan terhadap *work engagement* karyawan bus trans Jawa Tengah. (4) Motivasi kerja memiliki pengaruh secara positif dan signifikan terhadap *work engagement* karyawan bus trans Jawa Tengah. (5) *Work engagement* memiliki pengaruh secara positif dan signifikan terhadap kinerja karyawan bus trans Jawa Tengah. (6) *Work engagement* mampu memediasi pengaruh antara *servant leadership* terhadap kinerja karyawan bus trans Jawa Tengah. (7) *Work engagement* mampu memediasi pengaruh motivasi kerja terhadap kinerja karyawan bus trans Jawa Tengah.

Kata Kunci: *Servant Leadership*; Motivasi Kerja; Kinerja Karyawan; *Work Engagement*

INTRODUCTION

Human resources are the single most important factor that no one company can handle. Human resources are a factor that significantly affects the performance of an enterprise. The only person requested by Human Resources is the Employee. In a business, employees can perform certain tasks related to the company's core competencies. In particular, if a company can successfully and efficiently integrate people into its organization, it will be better able to achieve its goals.

One of the most important factors in improving the quality of human resources in any business is the leadership factor. Decisions and policies made by a leader are expected to have an impact both on the overall performance of the company and on each employee ¹. The task of the leader is to invite subordinates to participate and carry out the tasks that the leader has set for them.

The leader must have a role to reprimand the audience. Leaders can support a variety of individual or group initiatives. In addition, a leader's behavior is often referred to as his leadership ethos. Every leader has the option to have a different type of leadership, so it is not always true that one type of leadership is better or worse. By a particular leadership style known as "*servant leadership*", a manager's commitment to improving employee quality and employee retention is successful ².

Servant leadership is a type of leadership that develops from genuine persuasion that comes from a heart that wants to serve. The purpose of servant leadership is to help people uphold moral and spiritual standards. As a result, the closeness between the two is almost close because it involves each other. *Servant leadership* leaders typically put the needs of followers as a top priority or as co-workers.

Spears identifies servant leadership as the kind of leadership that fosters good relationships and lays the foundation for them by fostering community and teamwork, valuing the elderly and young people, and promoting dignity and respect.

According to Tatilu's findings from his research, servant leadership positively impacts employee productivity by emphasizing that the key to successful leadership is the ability to lay off workers first. This goes hand in hand with the thought that the key to successful leading is the ability to lay off workers before making other lead attempts ³.

In research, ⁴ work motivation has a positive and significant influence on employee performance. High employee performance is followed by high employee motivation. If employee performance is high, then the work can be done well and the needs of employees can be met. Therefore, the company can provide opportunities for employees to progress and develop along with the motivational boost.

The ability to change attitudes, perspectives, and behaviors first is a prerequisite for being a servant leader. Leadership must be committed to giving encouragement to the workforce for them to succeed and helping them achieve their goals ⁵. It is a good thing to understand that this is something that must be done and is an important part of the constitution and regulations of the organization.

The specific impact of the changes offered is felt factually by subordinates will have an impact on the morale and morale of subordinates on the increasing company ⁶. This will gradually contribute to the overall productivity of the business. Subordinates or workers become aware that their superiors understand the same treatment, therefore performance

¹ Ratnawati, "Repositioning and Changing the Role of Human Resources Functions: An Effort to Overcome the Changing Environment."

² Astohar, "Servant Leadership as a Leadership Style for Organizational Progress."

³ Tatilu, "Transactional, Transformational, Servant Leadership Influence on Employee Performance at PT. Sinar Galesong Pratama Manado."

⁴ Wardani, (2021)

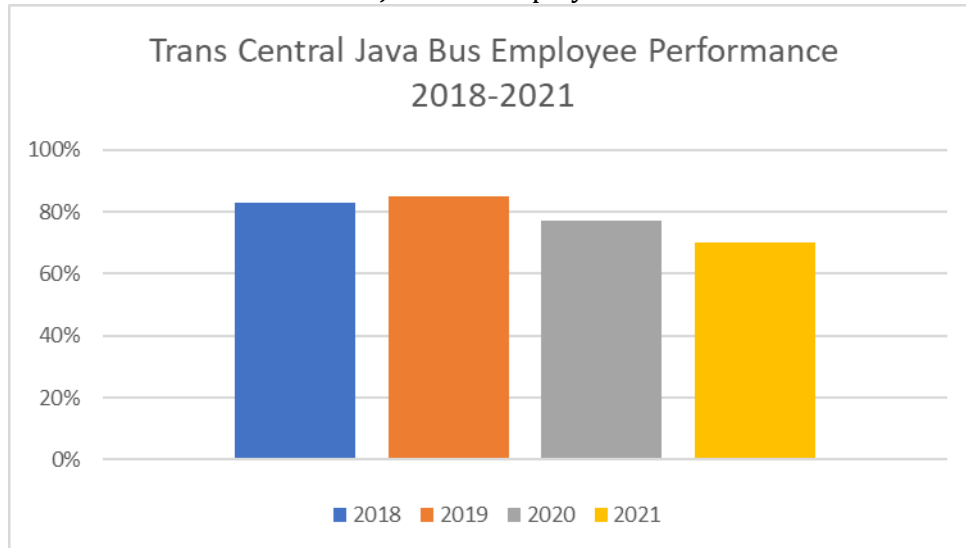
⁵ Ghoniyah and Masurip, "Improving employee performance through leadership, work environment, and commitment."

⁶ Baskoro, "The Effect of Transformational Leadership and Work Motivation on Employee Performance."

can improve commensurate with changes in the behavior of leaders who follow subordinates or workers in a tiered manner at all levels of the company ⁷.

Based on observations made on September 20, 2021, on the Trans Central Java Bus, Bawen District, Semarang Regency, there was a phenomenon in employment employees as follows:

Figure 1
Trans Central Java Bus Employee Performance



Based on the graph for the last four years, the employment situation of Trans Central Java Bus employees continues to decline. The decline is expected to occur in 2020–2021 due to the COVID-19 pandemic and poor communication between employees and leaders, so employees consider the assistance provided by the leadership to be inadequate.

There is a *gap* in previous studies that use this topic, the difference in results is one strong reason for the author to take this topic. Such as research written by ⁸ as well as research conducted by ⁹. Given the significant relationship between *servant leadership* and employee productivity, this shows that increased *servant leadership* will hurt employee productivity. In addition, according to research findings, ¹⁰ *servant leadership* has benefits but does not have a significant effect on employee performance. It can be argued that when servant leadership becomes more effective, there is less opportunity to increase employee productivity. Meanwhile, according to research conducted by ¹¹ also¹², *servant leadership* has a negative and insignificant impact on employee performance.

Strudi research on the variable of work motivation on employee performance conducted by ¹³ and research conducted by ¹⁴ with the result that work motivation has a

⁷ Wibowo, "Management of Servant Leadership."

⁸ Kurniawan, "The Influence of Servant Leadership on Employee Performance at PT. Tata Mulia Nusantara is beautiful with the perception of organizational culture as mediation."

⁹ Tatilu, "Transactional, Transformational, Servant Leadership Influence on Employee Performance at PT. Sinar Galesong Pratama Manado."

¹⁰ Dewi and Riana, "The Role of Work Motivation in Mediating the Effect of Servant Leadership on Employee Performance at Legian Beach Hotel, Kuta Bali."

¹¹ Kamanjaya, Supartha, and Dewi, "The Influence of Servant Leadership on Organizational Commitment and Employee Performance (Study on Civil Servants at Wangaya Hospital Denpasar City)."

¹² Hariyono and Andreani, "The Influence of Servant Leadership on Employee Performance through Work Motivation at Ud. Grace Mulya Fortune."

¹³ Mahardika, Hamid, and Ruhana, "The Effect of Work Motivation on Employee Performance of PT. Axa Financial Indonesia Sales Office Malang."

¹⁴ Priyatno, "The Effect of Motivation on Employee Performance at PT Asuransi Jiwa Tugu Mandiri."

significant positive influence. Contrary to research ¹⁵ are also research findings by ¹⁶, which have the result that work motivation has a negative and insignificant effect on employee performance¹⁷

RESEARCH METHODS

The type of analysis used in this study is quantitative analysis. The location of this research is at the Trans Jateng office in Bawen District, Semarang Regency. The researcher took the location of the study because the subject in this study was Trans Jateng. The subjects in the study were employees of the Trans Central Java Bus under the auspices of Koprasi Mulia Orda Serasi.

This study used primary data and secondary data. In this study, researchers used a simple random sampling technique. So, the research object of Trans Jateng Bus employees was randomly selected, with a population of 110 and the sample used based on the results of the Solvin formula was around 52 respondents. The data collection technique uses a closed questionnaire that has been given to respondents so that they can answer silently.¹⁸ Test data analysis using path analysis. The data analysis conducted by researchers includes classical assumption tests, hypothesis tests, and path analysis.

RESULTS AND DISCUSSION

The variables used in this study are *Servant Leadership*, Work Motivation (X2), Employee Performance (Y), and *Work Engagement* (Z). The following are the results of the research and discussion:

1. Instrument Test Results

a. Test Data Validity

Table 1
Validity Test

Variable	Statement	R table	R count	Information
<i>Servant Leadership</i> (X1)	Item 1	0,361	0,555175	Valid
	Item 2		0,568701	
	Item 3		0,747115	
	Item 4		0,523567	
	Item 5		0,715715	
Work Motivation (X2)	Item 1	0,361	0,504656	Valid
	Item 2		0,735113	
	Item 3		0,632553	
	Item 4		0,642323	
	Item 5		0,698564	
Employee Performance (Y)	Item 1	0,361	0,604937	Valid
	Item 2		0,753259	
	Item 3		0,681247	

¹⁵ Hidayat, "The Effect of Motivation, Competence and Work Discipline on Performance."

¹⁶ Sumiati and Purbasari, "The Effect of Motivation, Job Satisfaction and Work Ability on Employee Performance."

¹⁷ Sa'ie, et al., "Analisis Rekrutmen Dalam Meningkatkan Kinerja Karyawan Mie Muslim Sumenep"

¹⁸ Sugiono, *Educational Research Methods*.

	Item 4		0,872238	
Work Engagement (Z)	Item 1	0,361	0,748144	Valid
	Item 2		0,639573	
	Item 3		0,841554	

Source: Processed Primary Data, 2023

Through Table 1 it is known that all items in the statement of each variable have a recountable, in another sense all statements of the questionnaire are declared valid.

b. Data Reliability Test

Table 2
Reliability Test

Variable	Cronbach Alpha	Information
Servant Leadership	0,606	Reliable
Work Motivation	0,645	Reliable
Kinerja Karyawan	0,711	Reliable
Work Engagement	0,602	Reliable

Source: Processed Primary Data, 2023

From Table 2 it is known that the value of Cronbach Alpha on all variables is greater than 0.6 ($\alpha > 0.6$), it can be concluded that all variables of servant leadership, work motivation, employee performance, and work engagement are declared reliable.

2. Classical Assumption Test Results

a. Uji Normalise

Table 3
Normality Test

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		52
Normal Parameters ^a	Mean	.0000000
	Std. Deviation	.79703076
Most Extreme Differences ^b	Absolute	.123
	Positive	.123
	Negative	-.066
Test Statistic		.123
Asymp. Sig. (2-tailed) ^c		.048
Monte Carlo Sig. (2-tailed) ^d		.045
	99% Lower Bound	.040

e Interval	Upper Bound	.051
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- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.

Source: Processed Primary Data, 2023

From table 3 it can be seen that the value of *sig. (2-tailed)* As much as 0.051 is greater than 0.05, the data is normally distributed.

b. Multicollinearity Test

Table 4
Multicollinearity Test

Model	Coefficients					Collinearity Statistics	
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Tolerance	VIF
	B	Std. Error	Beta				
1 (Constant)	3.923	1.019		3.850	.000		
Servant Leadership	.107	.101	.158	1.069	.291	.226	4.426
Work Motivation	.302	.094	.438	3.210	.002	.267	3.751
Work Engagement	.361	.151	.331	2.395	.021	.260	3.848

a. Dependent Variable: Employee Performance

Source: Processed Primary Data, 2023

In table 4 above, the tolerant value of all variables is greater than 0.1 and the VIF value is obtained from all variables less than 10, it can be concluded that there are no symptoms of multicollinearity.

c. Heteroscedasticity Test

Table 5
Heteroscedasticity Test

Model	Coefficients				
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.867	.591		3.158	.003
Servant Leadership	-.003	.058	-.017	-.060	.953

Work Motivation	-0.034	.055	-0.167	-0.623	.536
Work Engagemen t	-0.038	.088	-0.119	-0.439	.662

a. Dependent Variable: Abs_Res2

Source: Processed Primary Data, 2023

Table 5 above shows that the significance value of *the servant leadership* variable is 0.953, work motivation is 0.536, and *work engagement* is 0.536. From each variable, a significance value of more than 0.05 can be concluded that heteroskedasticity does not occur

3. Uji Hypothesis

a. Coefficient of Determination (R²)

Table 6
Uji R Square

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.876 ^a	.768	.753	.776

a. Predictors: (Constant), Kinerja Karyawan, Servant Leadership, Motivasi Kerja

Source: Processed Primary Data, 2023

From the data shown in table 6, a correlation coefficient value of 0.876 is obtained which can be interpreted that there is a strong relationship between the independent variable (*Independent*) and the dependent variable because what is obtained is close to number 1. While the determination value in the table above is 0.768 or 77%, it can be concluded that the variables of *servant leadership* and work motivation affect employee performance variables by 77% and the remaining 23% are influenced by other variables.

b. Uji F test

Tabel 7
Uji F

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	95.733	3	31.911	52.928	.000 ^b
Residual	28.940	48	.603		
Total	124.673	51			

a. Dependent Variable: Work Engagement

b. Predictors: (Constant), Employee Performance, Servant Leadership, Work Motivation

Source: Processed Primary Data, 2023

From Table 7 it can be seen that the F hung value is 52.928 and the significance value is $0.000 < 0.05$, so it can be interpreted that the independent variable simultaneously has a significant effect on the dependent variable.

c. T Test

Table 8
Test T (X and Z against Y)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
	1 (Constant)	3.923	1.019		
Servant Leadership	.107	.101	.158	1.069	.291
Work Motivation	.302	.094	.438	3.210	.002
Work Engagemen t	.361	.151	.331	2.395	.021

a. Dependent Variable: Employee Performance

Source: Processed Primary Data, 2023

From table 8 above Test T (Partial), it can be concluded that:

- 1) The effect of servant leadership on employee performance
The results of the T-test on the *servant leadership* variable (X1) have a significance value of 0.291 where the value is greater than 0.05, then the *servant leadership variable* (X1) has a positive insignificant effect on the employee performance variable (Y).
- 2) The effect of work motivation on employee performance
The results of the T-test on the work motivation variable (X2) have a significance value of 0.002 where the value is smaller than 0.05, then the work motivation variable (X2) has a significant positive effect on the employee performance variable (Y).
- 3) The effect of *work engagement* on employee performance
The results of the T-test on the *work engagement* variable (Z) have a significance value of 0.021 where the value is smaller than 0.05, then the *work engagement variable* (Z) has a significant positive effect on the employee performance variable (Y).

Table 9
Test T (X against Z)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		

1 (Constant)	1.063	.953		1.115	.270
Servant Leadership	.339	.082	.546	4.142	.000
Work Motivation	.221	.083	.350	2.657	.011

a. Dependent Variable: Work Engagement

Source: Processed Primary Data, 2023

From table 9 above Test T (Partial), it can be concluded that:

- 1) The influence of *servant leadership* on *work engagement*
The results of the T-test on the *servant leadership* variable (X1) have a significance value of 0.000 where the value is smaller than 0.05, then the servant leadership variable (X1) has a significant positive effect on the *work engagement* variable (Z).
- 2) The effect of work motivation on *work engagement*
The results of the T-test on the work motivation variable (X2) have a significance value of 0.011 where the value is smaller than 0.05, then the work motivation variable (X2) has a significant positive effect on the *work engagement* variable (Z).

4. Path Analysis Results

a. Model Equation 1

$$Z = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + e$$

Table 10
Test-Path Analysis

Model	Coefficients		Beta	t	Sig.
	Unstandardized Coefficients	Standardized Coefficients			
	B	Std. Error			
1 (Constant)	1.063	.953		1.115	.270
Servant Leadership	.339	.082	.546	4.142	.000
Motivasi Kerja	.221	.083	.350	2.657	.011

a. Dependent Variable: Work Engagement

Source: Processed Primary Data, 2023

Table 10 obtained regression similarities, namely:

$$Z = 1,063 + 0,546X_1 + 0,350X_2 + e$$

From the equation can be concluded:

- 1) The constant 1.063 means that the variables servant leadership (X1), work motivation (X2), and work engagement (Z) are constant and there is no change, then the variable work engagement (Z) is 1.063. This means that the average work engagement will increase by 1,063.
- 2) The beta coefficient value for the servant leadership variable (X1) is 0.546 which means that if servant leadership is higher, work engagement will increase. Each

plus one point of servant leadership (X1) with an increase in work engagement (Z) of 0.546.

- 3) The beta coefficient value for the work motivation variable (X2) is 0.350 which means that if work motivation is higher, work engagement will also increase. Each addition of one point of work motivation (X2) increases work engagement (Z) by 0.350.

Table 11
Test-Path Analysis

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.860 ^a	.740	.730	.813

a. Predictors: (Constant), Work Motivation, Servant Leadership

Source: Processed Primary Data, 2023

The output results in table 4.15 stated that the R2 value was 0.740 or 74% and the rest was explained outside the research model. Then the magnitude e is:

$$e = \sqrt{1 - R} = \sqrt{1 - 0,740} = \sqrt{0,26} = 0,509$$

b. Model Equation 2

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_4 Z + e$$

Table 12
Test-Path Analysis

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.923	1.019		3.850	.000
	Servant Leadership	.107	.101	.158	1.069	.291
	Work Motivation	.302	.094	.438	3.210	.002
	Work Engagement	.361	.151	.331	2.395	.021

a. Dependent Variable: Employee Performance

Source: Processed Primary Data, 2023

The results of table 12 above, regression is obtained as follows:

- 1) The constant 3.923 means that the variables servant leadership (X1), work motivation (X2), and work engagement (Z) are constant and there is no change, then the employee performance variable (Y) is 3.923. This means that the average employee performance will increase by 3,923.

- 2) The beta coefficient value for the servant leadership variable (X1) is 0.158 which means that if servant leadership is higher, employee performance will increase. Each plus one point of servant leadership (X1) with an increase in employee performance (Y) of 0.158.
- 3) The beta coefficient value for the work motivation variable (X2) is 0.438 which means that if work motivation is higher, employee performance will also increase. Each addition of one point of work motivation (X2) increases employee performance (Y) by 0.438.
- 4) The beta coefficient value for the work engagement (Z) variable is 0.331 which means that if work engagement is higher, employee performance will also increase. Each addition of one point of work engagement (Z) increases employee performance (Y) by 0.331.

Table 13
Test-Path Analysis

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.873 ^a	.762	.747	.859

a. Predictors: (Constant), Work Engagement, Work Motivation, Servant Leadership

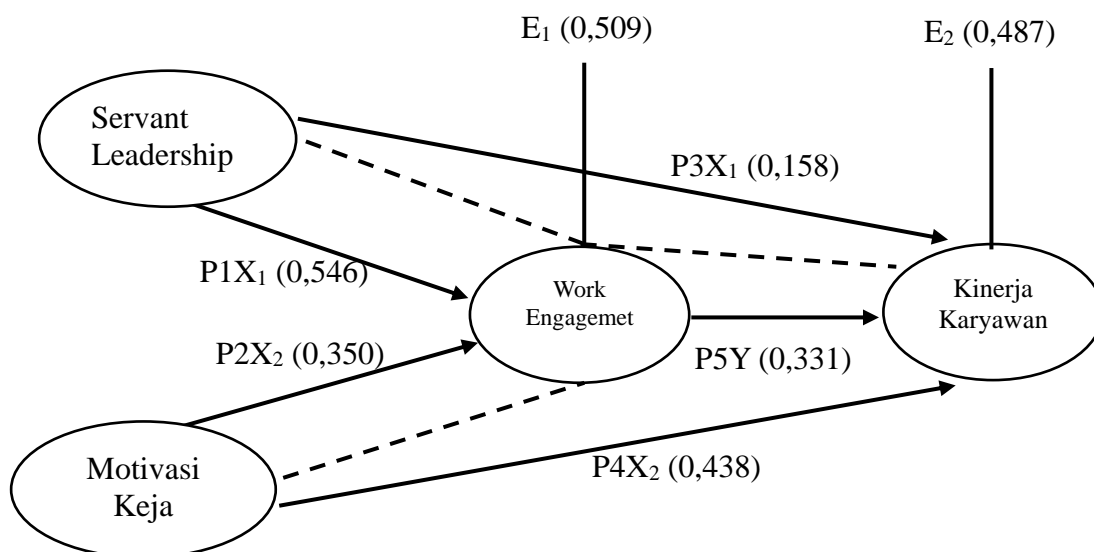
Source: Processed Primary Data, 2023

The output results in table 4.17 stated that the R2 value was 0.762 or 76.2% and the remaining 23.8% which was explained outside the research model. Then the magnitude e is:

$$e = \sqrt{1 - R} = \sqrt{1 - 0,762} = \sqrt{0,238} = 0,487$$

From the results of the path analysis, the model equation is obtained as follows:

Figure 2
Path Analysis Results



Source: Processed Primary Data, 2023

Furthermore, the results of the above equation are tested using the Sobel test as follows:

- 1) The influence of *servant leadership* on employee performance mediated by *work engagement*

$$\begin{aligned} Sp1p5 &= \sqrt{p5^2Sp1^2 + p1^2Sp5^2 + Sp1^2Sp5^2} \\ &= \sqrt{(0,331)^2(0,082)^2 + (0,546)^2(0,151)^2 + (0,082)^2(0,151)^2} \\ &= \sqrt{(0,109)(0,007) + (0,298)(0,023) + (0,007)(0,023)} \\ &= \sqrt{0,0007 + 0,007 + 0,0002} \\ &= \sqrt{0,00078} \\ &= 0,088 \end{aligned}$$

Based on the direct influence of *the servant leadership variable* (X1) = 0.546. While the indirect influence is 0.546 x 0.331 = 0.180726 with an overall influence of 0.546 + 0.180726 = 0.726726, therefore Sp1p5 obtained the calculated value t statistical effect of mediation t, namely:

$$\begin{aligned} t &= \frac{p1p5}{Sp1p5} \\ t &= \frac{0,726726}{0,088} \\ t &= 8,258 \end{aligned}$$

Based on the calculation above, hail from the t calculate > t table with a value of 8.258 > 3.923, it can be concluded that the variable work engagement (Z) can mediate servant leadership (X1) to employee performance (Y).

- 2) The effect of work motivation on employee performance mediated by work engagement

$$\begin{aligned} Sp2p5 &= \sqrt{p5^2Sp2^2 + p2^2Sp5^2 + Sp2^2Sp5^2} \\ &= \sqrt{(0,331)^2(0,083)^2 + (0,350)^2(0,151)^2 + (0,083)^2(0,151)^2} \\ &= \sqrt{(0,109)(0,007) + (0,123)(0,023) + (0,007)(0,023)} \\ &= \sqrt{0,0007 + 0,0028 + 0,0002} \\ &= \sqrt{0,0037} \\ &= 0,0609 \end{aligned}$$

Based on the direct influence of the work motivation variable (X2) = 0.350. While the indirect influence is 0.350 x 0.331 = 0.11585 with an overall influence of 0.350 + 0.11585 = 0.46585, therefore Sp2p5 obtained the calculated value t statistical effect of mediation t, namely:

$$\begin{aligned} t &= \frac{p2p5}{Sp2p5} \\ t &= \frac{0,46585}{0,0609} \\ t &= 7,6494 \end{aligned}$$

Based on the calculation above, hail from the t calculate > t table with a value of 7.6494 > 3.923, it can be concluded that the *variable work engagement* (Z) can mediate work motivation (X2) to employee performance (Y).

The first hypothesis discusses the influence of servant leadership on employee performance. The magnitude of the servant leadership variable t-test (X1) obtained a calculated t-value of 1.069 with a significance value obtained of 0.291 in the sense that the significance value is greater than 0.05, therefore it can be concluded that *servant leadership* (X1) has a positive insignificant effect on the performance of Trans Central Java bus employees. Thus, the hypothesis (H1) can be rejected. The results of this study are by the research of Kamanjaya et al., (2017) and are not by the research (Kurniawan, 2019).

The second hypothesis discusses the influence of work motivation on employee performance. The magnitude of the work motivation variable t-test (X2) obtained a calculated t-value of 3.210 with a significance value obtained of 0.002 in

the sense that the significance value is smaller than 0.05, therefore it can be concluded that work motivation (X2) has a significant positive effect on the performance of Trans Central Java bus employees. Thus, the hypothesis (H2) is acceptable. The results of this study are by Wardani's research, (2021). In contrast, research conducted by Abdullah, (2018) shows that work motivation has a negative and significant effect on employee performance.

The third hypothesis discusses the impact of servant leadership on work engagement. The magnitude of the servant leadership variable t-test (X1) obtained a calculated t value of 4.142 with the significance value obtained is 0.001 in the sense that the significance value is smaller than 0.05, therefore it can be concluded that *servant leadership* has a significant positive effect on the *work engagement* of Trans Central Java bus employees. Thus, the hypothesis (H3) is acceptable. The results of this study are by research by Sari et al. (2023) and not by the research of D. D. Putra et al., (2023).

The fourth hypothesis discusses the effect of work motivation on work engagement. The magnitude of the work motivation variable t-test (X2) obtained a calculated t value of 2.657 with the significance value obtained is 0.011 in the sense that the significance value is smaller than 0.05, therefore it can be concluded that work motivation (X2) has a significant positive effect on the *work engagement* of Trans Central Java bus employees. Thus, the hypothesis (H4) is acceptable. The results of this study are by the research of Wahyudi & Pranata (2023) and not by the research of Wijaya, (2022).

The fifth hypothesis discusses the effect of work engagement on employee performance. The magnitude of the *work engagement* (Z) variable t-test obtained a calculated t value of 2.395 with the significance value obtained is 0.021 in the sense that the significance value is smaller than 0.05, therefore it can be concluded that *work engagement* has a significant positive effect on the performance of Trans Central Java bus employees. Thus, the hypothesis (H5) is acceptable. The results of this study are by the research of Hafidzunnur (2021) and not by the research of Joushan, Shindie Aulia, Syamsul, Muhammad, and Kartika, (2015).

The sixth hypothesis discusses the influence of servant leadership on employee performance mediated by work engagement. Based on the path analysis test, *the servant leadership* variable has a direct effect of 0.546. While indirect influence $(0.546 \times 0.331) = 0.180726$ with overall influence $0.546 + 0.180726 = 0.726726$. Therefore the calculated t value of 8.258 is higher than the table t of 3.923. Therefore, the hypothesis (H6) is accepted with the conclusion that *work engagement* can mediate the influence of *servant leadership* on the performance of Trans Central Java bus employees. The results of this study are by the research of Wati & Warsindah (2022) and not by the research of Aziez & Nugroho, (2023).

The seventh hypothesis discusses the relationship between work motivation to employee performance through work engagement. Based on the path analysis test, the work motivation variable has a direct effect of 0.350. While indirect influence $(0.350 \times 0.331) = 0.11585$ with overall influence $0.350 + 0.11585 = 0.46585$. Therefore the calculated t value of 7.6494 is higher than the table t of 3.923. Therefore, the hypothesis (H7) is accepted with the conclusion that *work engagement* can mediate the effect of work motivation on the performance of Trans Central Java bus employees. The results of this study are by the research of Trisninawati & Elpanso (2022) and not by the research of Aziez & Nugroho, (2023).

CONCLUSION

Based on the results of research studies that have been carried out from several stages including data collection and processing and continued with data analysis with how the influence of *servant leadership* and work motivation on employee performance with *work engagement* as an intervening variable in Trans Central Java bus employees, therefore it can be concluded that the results of this study show that *Work engagement* can mediate the

influence between *servant leadership* on the performance of Trans Central Java bus employees. Furthermore, *Work engagement* can mediate the influence of work motivation on the performance of trans-Central Java bus employees.

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