

Build work commitment: Role of servant leader, work motivation, and work ethic

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Abstract

This research aims to determine the influence of servant leaders, work motivation, and work ethic on employee work commitment at PT. Famous Shoes Factory. This research approach is quantitative, using primary data obtained from 385 respondents. The analysis method uses multiple linear regression. The findings show that servant leaders have a significant positive effect on employee work commitment. However, the results are different in terms of work motivation and work ethic, which are unable to influence employee work commitment. However, if these three factors a role simultaneously, they can have a significant positive influence on the development of employee work commitment. This study provides new knowledge about the importance of serving leaders in leading companies. This research can rule out the role of work motivation and work ethic in creating work commitment. The implications of these research findings are significant for company leaders and academics for further research in building employee work commitment in a firm.

Keywords: Servant leadership, Work Motivation, Work Ethic, Work Commitment

Abstrak

Riset ini bertujuan untuk mengetahui pengaruh servant ledear, motivasi kerja, dan etos kerja terhadap komitmen kerja karyawan di PT. Famous Shoes Factory. Pendekatan penelitian ini adalah pendekatan kuantitatif dengan menggunakan data primer yang diperoleh dari 385 responden. Metode analisis menggunakan regresi linear berganda. Temuan menunjukkan bahwa servant ledear mampu memberi efek positif signifikan terhadap komitmen kerja karyawan. Namun berbeda hasil dengan motivasi kerja dan etos kerja yang tidak mampu mempengaruhi komitmen kerja karyawan. Akan tetapi, jika ketiga factor tersebut berperan secara simultan, maka dapat memberikan pengaruh positif signifikan terhadap pembangunan komitmen kerja oleh karyawan. Studi ini memberikan pengetahuan baru, tentang pentingnya peran servant ledear dalam memimpin perusahaan. yang dalam riset ini dapat mengesampingkan peran motivasi kerja dan etos kerja dalam menciptakan komitmen kerja. Implikasi dari temuan riset ini, signifikan bagi pemimpin perusahaan dan akademisi untuk penelitian lebih lanjut dalam membangun komitmen kerja karyawan dalam suatu perusahaan.

Kata kunci: Servant ledear, Motivasi Kerja, Etos Kerja, Komitmen Kerja.

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1. Introduction

Human Resources is the most important in reaching a successful company Because they become the main assets that are not counterparts (Putri & Frianto, 2019; Setyowati et al., 2023). Although now almost all roles machines have replaced men in jobs, humans still become creators and movers. Machines are just tool supporters for increasing the performance of the company. Machines and technology work with recurring, standard, and automatic methods. Meanwhile, human resources can Work in a way that is flexible in accordance with what the company requires with the conditions of employing appropriate human resources with capabilities and a supportive environment through the role of a servant leader (Lestari, 2017).

The role of a servant leader in a company based on responsibility is to answer important serving subordinates and put interested subordinates above the interested leader (Razikin et al., 2022). A soulful leader serves his employees and can grow satisfaction with them and, most importantly, the leader. This matter aims to develop skilled employees, including skill communication with fellow employees, as well as develop work motivation to demonstrate more work increases inside the company (Pala'langan, 2021) .

Work motivation is from the desire of an individual to stimulus and action. Increase motivation employee can achieved by recognizing determination and necessity become the cause and purpose of his work (Maksum, 2020). With deep motivation through correct steps, the commitment employees to the company can improved, and they also need to carry out every assigned job well to help they realize efficiency and the best organization (Setyowati et al., 2023). Besides is, deep motivation not only about work, but it is important to implement work ethics in rule-restrictive companies and employees to comply with what is not quite enough to answer their job (Firmansyah et al., 2021). Work ethic has objective that somebody not only does work but develops harmony between the enhancement of individual and social ties (Pranata, 2017). A positive attitude to work can be assessed with hard work and ability, the capability to bring up work commitment for employees who do work so well (Azizah & Ma'rifah, 2018).

Work commitment is depicted through where the employee stands in a firm and has the objective of maintaining his position in the firm (Akob, 2018). Work commitment has an impact on performance, powers the resources, and has a great influence on the performance of the firm (Fadlilah et al., 2018). Therefore, role resources are a means to reach the goals and mission of a firm. If it matters, they can walk consistently so the employee will keep going and be satisfied (Muis et al., 2018)Therefore, this research will study the contribution between variables that affect employees at PT. Famous Shoes Factory is the oldest shoe factory in Indonesia. The findings of this study can become the principal enhancement of quality work for employees.

2. Literature Review

Commitment Organization

Organizational commitment refers to a person's desire to remain part of the organization to achieve organizational goals (Nabhan & Munfa'ati, 2021). Organizational commitment refers to the loyalty of each individual to the progress of the organization. In the world of work, human integration in corporate organizations continues to be an important issue. This is important because the most important thing in an organization is commitment, especially for people who occupy higher positions and who need to have this attitude at work (Muis et al., 2018). Organizational commitment can make employees more accountable and committed to the organization. Employee engagement is achieved if employees intend to advance their careers within the company. Additionally, employees want things like a good work environment, an open promotion policy, and a high salary (Ramli & Yudhistira, 2018).

Servant Leader

A servant leader is someone who knows How to serve and lead and how to combine both of them to reach strength. Stressed leader service started with feeling experience, want and appreciate service (Suryati, 2021) Besides influencing employees' behavior, managers are responsible for answering questions like control management, which is usually required to overcome trouble, issue regulations, create official plans, prepare a strict organizational structure, and then implement results based on the plans implemented.

Work Motivation

Motivation is style psychology that arises Because of influence factors inside and outside somebody. Through work motivation, someone is capable of carrying out task work in a way that can reach the objective or target company. Motivation must come from the leader to his subordinates. For each matter, managers must understand the motivation needed for employee (Saleh & Utomo, 2018). Work motivation is the search for hidden potential in self for every individual so that he can use all his abilities to reach objective organization. (Bahri & Chairatun Nisa, 2017). To realize motivation, high work requires the observation of especially purposeful employees. To ensure the company can produce sustainable profits. Employee something organization can be motivated when an objective company based on the wants and needs of employee (Kharisma & Rosia, 2022).

Work Ethic

A well-implemented work ethic will bring positive benefits to the company by supporting the achievement of organizational goals. Work ethics prioritize creativity in the workplace as a source of satisfaction and fullness of life. From that, work ethics also require attitudes of honesty, truth, shame, personal purity, frugality and simplicity (Fadhlurrohman & Mas'ud, 2022) . Someone who practices a work ethic will be dedicated to their work. Work ethics educate that work is a virtue that makes a person responsible for his work and carries it out honestly and sincerely. Someone who shows

great commitment to their work also shows great commitment to the organization where they work (Fahmi, 2020) .

Server Leader and Work Commitment

A servant leader is emerging leadership from a sincere heart for serving. Managers usually prioritize the needs of employees and looking them as friends at work. Therefore, the relationship between managers and employees is very tight because they each are committed (Alviani et al., 2021). A servant leader can serve and lead an organization and can combine both of them to strengthen ethos work as it should owned by a leader (Nadir, 2016), (Kamanjaya et al., 2017). So, it can be concluded that servant leaders have a positive influence on work commitment.

Work Motivation and Work Commitment

Work motivation is a push the process employees in order with, sincerely and without coercion and want to work in accordance with their wish (Can & Yasri, 2016). Something organization will succeed in carrying out the work program if the people who work in it are capable of carrying out their tasks with Good in accordance with department work and are responsible for the answer (Manurung & Riani, 2017) High work motivation can grow spirit performance in work; on the contrary, low motivation works on employees rather than give rise to problems in the organization company (Asi et al., 2021; Rumangkit & Haholongan, 2019). So, we can conclude that work motivation is influential and positive to work commitment.

Work Ethic and Work Commitment

To reach the optimal level for the company so, work ethic employees must noticed (Hardiani & Sugiarto, 2023). Work ethic is a necessary tool for measuring good or no someone's behavior, which can be seen from efforts made (Wahyun, 2023). Work ethic not only just evaluates deeds somebody with reasonable, but also grounded applicable rules that do not can held necessarily but must done in a way gradually so that employees are capable of understanding and implementing all aspects of ethos applicable to work (Nazah & Nafil, 2021). So can concluded that work ethic influential positive to commitment organization.

Effects Server Leader, Work Motivation, and Work Commitment on Commitment Work

Servant leadership, work motivation, and work commitment are third variables that complement and strengthen each other. It creates an environment of positive and productive work. When leaders serve with good, employees feel supported and empowered, which improves their motivation. High motivation, encouraging employees to develop ethos and strong work, which in turn strengthens commitment to work and the organization (Hardiani & Sugiarto, 2023) .

3. Research Methods

This study employs a quantitative research approach to examine the relationship between servant leaders, work motivation, and work ethic to build commitment among employees at PT Famous Shoes Factory in Semarang. The research design is

correlational, aiming to identify and measure the strength and direction of the relationship between these variables.

The population for this study is an employee company with 385 employees. A random sampling technique is used to ensure that each member of the population has an equal chance of being selected. According to the Isaac and Michael table (Sugiyono, 2018), a sample size of 385 respondents is a total sample from employees in one division in the firm.

Data Collection Instruments - Data is collected using a structured questionnaire designed with Likert scale items ranging from 1 to 5. The questionnaire assesses variables such as servant leadership, work motivation, and work ethic. Work To build commitment organization in the company. The validity of the questionnaire is tested using Pearson's correlation, where all items show a significance level of less than 0.05, indicating that they are valid. Reliability is assessed using Cronbach's alpha, with a value of 0.677, suggesting high internal consistency and reliability of the instrument.

Data was analyzed using multiple linear regression to test the hypothesis of the relationship between servant leaders, motivational work, and work ethic employees' companies on commitment organization. The model of this research

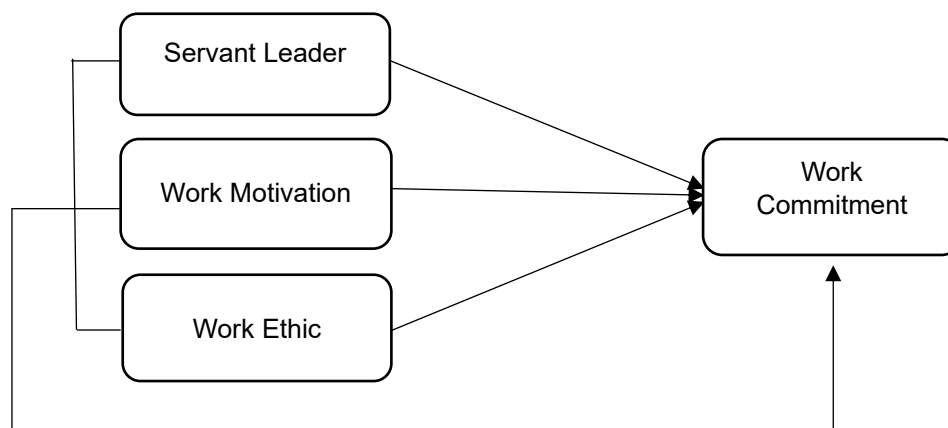


Figure 1. Research Model

4. Results and Discussion

4.1 Results

Classical Assumptions

Table 1. Multicollinearity Test Results

Model	Tolerance	VIF
Servant Leader	0.485	2.063
Work Motivation	0.614	1.628
Work Ethic	0.404	2.476

The multicollinearity test is used to prove between independent variables, One with the other's linear correlation (Pratama & Cahyono, 2021). The test results show that no there is none of the independent variables have tolerance values > 0.10. Then, the VIF scores also show the same result. No, there is none of the independent variables which has a VIF value < 10. Thereby, it can be concluded that the independent variable

in model no is a linear correlation between one and the other or free from multicollinearity.

Table 2. Heteroskedasticity Test Result

Model	Coefficients	Std. Error	t	Sig.
Servant Leader	0.009	0.023	0.401	0.689
Work Motivation	-0.019	0.017	-1.154	0.249
Work Ethic	-0.043	0.033	-1.314	0.190

The heteroscedasticity test means analyzing regression models by determining the inequality of variance from the residual of one observation to the other. The table above shows heteroscedasticity test results using the park method. Test results show significant values for each variable > 0.05 . Therefore, the regression model can say that there is no problem with heteroscedasticity.

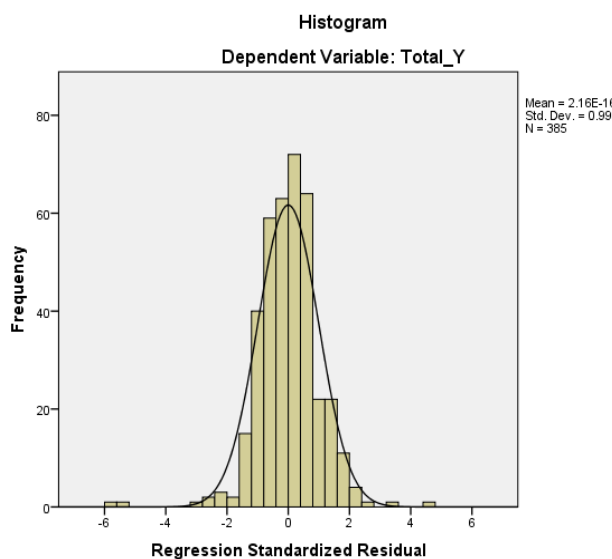


Figure 1. Histogram

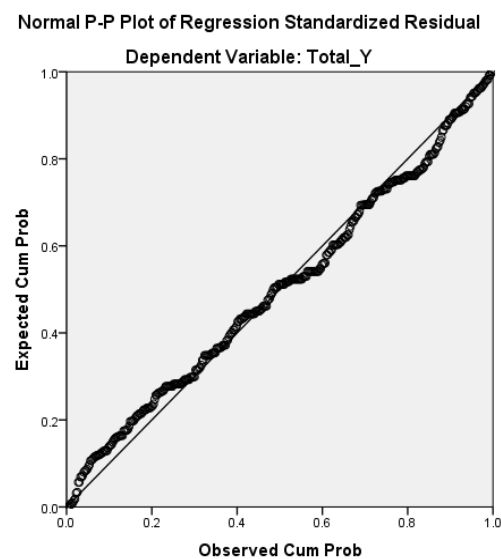


Figure 2. Normal P-P Plot

The histogram (Figure 1) shows that residue distribution approaches normal, as proven by curve bells centered around the number (0) and its density symmetrical. Besides that, in (Figure 2) a Normal P-P Plot of the residue standardized shows that residue follows a normal distribution because the dots parallel with the line reference (45°). The few deviations as the extremes are minor and do not significantly impact the overall linearity.

Hypothesis test

Table 3. Result of The Estimation Model

Model	Coefficients	Std. Error	t	Sig.	Hypothesis
Servant Leader	0.978	0.035	28.175	0.000	H1 accepted
Work Motivation	-0.231	0.025	-9.371	0.000	H2 not accepted
Work Ethic	-0.674	0.049	-13.767	0.000	H3 not accepted
F statistic	19.958				H4 accepted
F table	2.69				

Based on Table 3, if the Sig value < 0.05 , the mean is significant. That is, there is a significant effect between the independent variable and the dependent variable (Natoen et al., 2018). From all the hypotheses above, it can be concluded that the serving leader can influence work commitment but cannot be influenced by work motivation and work ethic. However, simultaneously, the variables of service leader, work motivation and work ethic are able to influence employee work commitment.

4.2 Discussion

The findings of this study analyze the connection between servant leaders, work motivation, and work ethic to build work commitment, which gives significant insight into how internal managers manage a firm. As with theory attribution, a leader who prioritizes service can influence the actions and behavior of employees. This matter is already demonstrated by the leader of PT Famous Shoes Factory, which protects employees, protects employees as well and gives consistent service. A study supports this result Kamanjaya et al. (2017); Nadir (2016); Septiadi & Adnyani (2019) Concluded that servant leaders are influential and positively significant to work commitment.

However, results compared backward with aspects of work motivation and work ethic. Neither of them is capable of influencing employees to build work commitment. Because of its flexible rules of work so that make employees do not implement and comply with rules made by the firm. Even the employees are always given motivation by leaders; however, because flexibility firms become employees, they rule out rules that have been applied to the firm. This matter is supported by research (Limanihtada & Suhadi, 2018) and (Fadlilah et al., 2018), who explained that work motivation and work ethic cannot affect work commitment.

However, there is a simultaneous relationship between servant leadership, work motivation, and work ethic. Capable of encouraging employees to build work commitment at the firm. So, building work commitment needs a holistic approach, where the role of servant leader, work motivation, and work ethic interact and strengthen each other. Capable servant leaders and motivated employees, while pushing work ethic, will succeed more in building commitment and high work in the firm. The three elements create a positive cycle that enhances the commitment and performance of employees. So, employees feel respected, motivated, and responsible, all of which contribute to the success of the firm.

This study provides valuable insight into the interplay between servant leaders, work motivation, and work ethic by highlighting another variable that builds work commitment. Future research can explore the relationship with internal variables or different loci to give a more comprehensive understanding of how to build work commitment in a firm.

5. Conclusion

This study shows the role of servant leaders, work motivation, and work ethic in building a work commitment. The findings of the study disclose that servant leaders,

in a direct way, can build work commitment, temporary work motivation, and work ethics that are not capable of influencing work commitment. Therefore, there is a relationship between the three elements, which can interact with each other, creating a positive cycle that enhances the commitment and performance of employees. The result of this research gives innovation that for building work commitment, an employee does not have enough motivation and work ethic only but needs capable leaders who serve and motivate employees while pushing work so hard will succeed in building commitment work.

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