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The Effect of Servant Leadership, Political Skill and Job Crafting on Employee Performance With Organizational Commitment as a Mediation Variable

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Abstract

The purpose of this study is to understand the impact of servant leadership, political skills, and job crafting on performance with organizational commitment as an intervention variable. The research uses a quantitative approach. The data analysis method used is Partial Least Square (PLS). Respondents of this study were Bawaslu employees of East Java Province as many as 98 samples from a total of 130 employees. The data collection instrument uses servant leadership, political skills, job crafting, organizational commitment, and employee performance variables using a Likert scale. From the results of the analysis, it was found that the variables of servant leadership, political skills, and job crafting has a significant impact on organizational commitment, as well as organizational commitment which has a significant impact on employee performance. So it can be said that all the hypotheses of this research are accepted. Servant leadership, political skills, job crafting, organizational commitment, and employee performance get very good perceptions, but in terms of servant leadership, it is expected that the leadership will provide orientation to the development of employee potential to be able to find unique values in each of them as capital in organizational development.

Keywords: Servant Leadership, Political Skill, Job Crafting, Organizational Commitment, Employee Performance

INTRODUCTION

The General Elections Supervisory Agency (abbreviated as Bawaslu) is the body responsible for supervising the conduct of elections within the unified national territory of the Republic of Indonesia. Bawaslu is determined based on Law Number 7 of 2017 Article 70 concerning General Elections. Election Supervisors are permanent/permanent institutions established before the start of the first phase of the federal election (voter registration) and will be dissolved

after the candidates elected in the federal election have been sworn in. The Election Supervisory Body is unique to Indonesia, Establish an Election Oversight Committee to oversee the conduct of the electoral phase, receive complaints and handle administrative and criminal cases of election violations.

One of the problems in the organization is the quality of human resources, despite many challenges and obstacles, the government is still trying to improve the quality of human resources to meet the ideals and expectations of the country, the state. In an organization, individual performance has a large impact on organizational performance. To achieve the stated goals, both government and private organizations must achieve good organizational performance through activities driven by individuals or groups of individuals who work together and as active participants. In other words, the achievement of organizational goals is due to the efforts made by people in the organization.

Measuring an organization's success is the act of measuring the various activities performed by a company that can provide insight into the success of program implementation and determines whether future improvements are needed. Performance is defined as the result of an employee's work which means the achievement of the desired goal. Good performance cannot escape management style. A leadership style is a behavioral pattern designed to influence subordinates to maximize their performance, thereby maximizing organizational performance and goals (Aris & Nanang, 2018). Servant leadership is leadership that begins with genuine affection that springs from a heart that desires to serve (Greenleaf, R. K., 2002). The positioning of servant leadership is to serve followers with spiritual and moral standards.

The relationship between Servant Leadership and performance is very close, so several studies have shown that company leaders are advised to improve their service leadership style, companies provide responsibility and autonomy to employees and company employees are expected to maintain a commitment to the organization (Manora et al., 2021).

Organizational engagement is defined as the main condition of employees in the company and the intention and expectation to maintain membership in the company (Suparman, 2015). Organizational commitment and involvement are indicated by three psychological factors: (1) a great desire to become an employee in their place of work; (2) the desire to show his hard work for the company; and (3) commitment to organizational values and confidence level of acceptance of organizational goals (Sousa, 2017). In addition to leadership style, another impact on employee performance is political competence, which has a positive impact when employees understand every task set by the organization (Novitasari, 2021). Political skill is defined as a measure of astuteness/ingenuity that affects employee performance.

Job crafting, is a condition that shows changes initiated by employees to equalize job demands and resources for each employee (Tims et al., 2012). Job

crafting becomes the foundation for interventions related to improving employee psychological well-being. Employees internalize behavior to form activities that are in accordance with work, intrinsic desires, interests, and values (Slemp & Vella-Brodrick, 2014). Research conducted by Aditia Rachman Dani and Siti Mujanah (2021), the results show that servant leadership, workload, and creativity have a significant effect on organizational commitment where organizational commitment has a significant effect on employee performance.

METHOD

Quantitative research is used as a type of research. The nature of this research method is descriptive. The population in this study was 130 employees of the Regency, City, and Province Bawaslu of East Java. In this study, researchers used simple random sampling. Based on the sampling technique using the Slovin formula, the sample in this study was 98 Bawaslu employees in the Pintu Kertasusila Region (Gresik, Bangkalan, Mojokerto Regency, Mojokerto City, Surabaya, Sidoarjo and Lamongan).

Questionnaires are used to collect data. In general, the scoring technique used in this research questionnaire is a Likert scale technique through 5 (five) levels with a weighted score. Raw data is used as the data source. Questionnaires are used as a data collection technique which will then be analyzed by quantitative analysis, and statistical analysis using SEM PLS (Structural Equation Modeling Partial Least Squares).

RESULTS AND DISCUSSION

Structural Evaluation Model

Structural model or internal model tests were performed as a measure of the relationship in the overall variable. The measurement of the internal model is to determine the degree of influence of the relationship between the variables and the degree of influence of the overall relationship of the variables in the system to be constructed. Measure an internal model to test the effect between variables in a study, using the value of R^2.

The R-squared (R^2), commonly called the coefficient of determination, which is a measure of the fit of the equation in the regression, namely the percentage of the total variance in the independent variable that explains the dependent variable. Fit of the model is said to be better if R2 is getting closer to 1. Table R2 above gives the value (Imam Ghozali, 2005).

Based on R^2, models were classified as strong (≤ 0.70), moderate (≤ 0.45), and weak (≤ 0.25). Below is the output for R2 using SmartPLS software version 2.0.m3:

Table 1. Value of R Square

	R Square

Job Crafting	0.000000
Employee Performance	0.565327
Organizational Commitment	0.392372
Political Skill	0.000000
Servant Leadership	0.000000

Source: PLS Output

From Table R^2 value of the organizational engagement, variable is 0.392372, which means that servant leadership, political skills, and job shaping can be explained by 39.2% of the organizational engagement variables, and the remaining 60.8% cannot be explained in this study. , although the R2 value of employee performance is 0.565327, which means that 56.5% of service leadership, political skills, job shaping, and organizational commitment can be interpreted by employee performance variables, and the remaining 43.5% are not explained in the study.

Hypothesis test

Estimates of path coefficients between constructs must have significant values. The importance of relationships can be determined by bootstrapping or jackknifing methods. The resulting value is the t-count, which is then compared to the t-table. Estimates of path coefficients are significant if t-count > t-table (1.96) at the significance level (5%). There are seven test hypotheses in this study. The results of each test are shown below:

Table 2. Hypothesis Testing Results

	Original Sample (O)	Sample Mean (M)	T Statistics (|O/STERR|)	Information
Job Crafting -> Employee Performance	0.414294	0.414462	24.360607	Significant Positive
Job Crafting -> Organizational Commitment	0.525107	0.526672	26.250855	Significant Positive
Organizational Commitment -> Employee Performance	0.139866	0.140258	7.194956	Significant Positive
Political Skill -> Employee Performance	0.243705	0.243406	12.447703	Significant Positive
Political Skill -> Organizational Commitment	0.080359	0.078472	3.894705	Significant Positive
Servant Leadership -> Employee Performance	0.137794	0.136315	7.045408	Significant Positive
Servant Leadership -> Organizational Commitment	0.102430	0.101229	5.829890	Significant Positive

Source: PLS Output

Discussion

The influence of servant leadership on Organizational Commitment

Reviewing the statistical results, it can be explained that there is an impact of servant leadership on the organizational commitment which has a significant impact in a positive direction. This result implies that the higher the values and characteristics of servant leadership are applied, the greater the organizational commitment to Bavaslu employees.

The work atmosphere and culture cannot be bought because they are unique and grown in personal interactions oriented towards the success of the company. Employees can choose any workplace/ agency/ organization that rewards them for their work, but a pleasant and enabling work atmosphere comes from a servant-leader role, which is not necessarily easy to obtain. Servant leadership is a leadership that starts from the heart to prioritize service delivery, synergize with subordinates, not arrogant, and selfish. This can create a sense of togetherness in the organization so that whatever decisions and goals the leader carries out will be in line and well followed by subordinates so that the desired goals of the organization are achieved.

Based on descriptive statistics, the highest servant leadership statement is "The leader has a commitment to improving employee competence as a step to maintain the quality of employee HR" with an average of 4.3878 (X1.2.2) and followed by the statement "Leadership always motivates employees as steps to improve self-quality" with an average of 4.3469 (X1.1.1). The result of this statement is that the leadership at Bawaslu has empathy (emotional healing) which describes a leader's commitment and skills to increase capacity and restore the spirit of subordinates. When the leader applies the servant leadership style, it is expected to provide equal opportunities for employees to develop their potential so that employees feel the same rights and of course, this will have a positive impact on their commitment to the organization.

The findings of this study are consistent with Dwiki (2018) research showing that servant leadership has a positive impact on organizational engagement. The findings of Setyaningrum (2017) also show that servant leadership linked by subsequent organizational commitment signifies that organizational engagement shows in its moderation the relationship between workplace leadership and employee performance.

The influence of servant leadership on employee performance

Reviewing statistical tests indicates a significant positive impact between servant leadership and performance at the Bawaslu of East Java Province. The magnitude of the influence of Servant leadership on employee performance directly shows that Servant leadership is an aspect that affects the good or bad of employee performance.

Servant leadership uses a fundamental and long-term approach, which will ultimately bring about a complete change in the personal and professional lives of employees. Leaders who want to serve in the sense of helping their subordinates' difficulties will be more respected by employees. This mutual caring attitude triggers a conducive work climate and in the end, the employee's performance increases.

The results of the research at the level of Servant leadership in the Bawaslu of East Java Province are included in the good category. Leaders in these institutions are wise to their employees. The results of employee recognition stated that the quantity of employee work often did not exceed the target but the leadership still maintained them. In difficult conditions, leaders often provide solutions to employees both directly during control and during briefing activities with employees.

To be able to implement Servant leadership, the Bawaslu of East Java Province must have leaders who are able to build good communication and are able to motivate employees to achieve the planned goals. Leaders who serve will eventually develop individual attitudes around them, with the hope of having the same attitude to serve well. This attitude can foster a sense of responsibility for employees in carrying out their work. When employees feel served by their superiors in the sense of being noticed for the work difficulties they experience and are rewarded when doing work exceeding the set targets, of course, they will be loyal to the organization concerned and give their best performance to achieve organizational goals.

This research is supported by Bagas (2021) who showed that servant leadership has a positive and significant impact on employee performance. Research conducted by Aditia Rachman Dani and Siti Mujanah (2021), the results show that servant leadership, workload, and creativity have a significant effect on organizational commitment where organizational commitment has a significant effect on employee performance.

The influence of political skills on organizational commitment

Reviewing the statistical results, it can be explained that there is an impact of political skills on organizational commitment in a positive and meaningful direction.

Political skills are individual skills in understanding other people and using their knowledge to act in accordance with their wishes for personal and organizational interests (Ferris et al, 2005). This confirms that individuals who have strong political skills are needed in organizations because companies will face dynamic working conditions. (Campbell and Philip, 2013) Allen & Meyer (Dewi, 2016) point out that organizational participation is a state of mind that characterizes the relationship between workers and the organization and influences the decisions of their members to remain in the organization.

Based on the results of the description analysis, it shows that the political skill variable that has the highest average score is a related statement that "I have high sincerity in inspiring the confidence of people in the organization" followed by the statement "I am seen as an employee who has social intelligence with others". In general, it is known that the awareness of having political skills in the Bawaslu employees of East Java Province is rated in the good category. The results of this study mean that the process of understanding other people is a bridge in strengthening an individual in the world of work so that they are able to quickly adapt to the environment and then create good psychological conditions

with special characteristics. This is a picture of integrity and solidarity in the world of work that is used for developing self-potential in the work environment and achieving organizational goals together.

The findings of this study are consistent with previous research by Nurhayati (2017) that when members of an organization translate power into action, they assume they are involved in politics. Members who are seen as agents of an organization's political action have an impact on reducing work in the organization and in the private sector. Conceptually, an organization's policy seen as an increase will reduce the organization's commitment. However, organizational members with good political skills were able to control the negative impact of perceived organizational politics on organizational participation. Better political skills will be able to increase organizational participation, so if members of the organization have good political skills, it will control the decline in organizational participation due to more perceived organizational politics.

The influence of political skills on employee performance

According to the results of statistical tests, it can be stated that the impact of political skills on employee performance has been shown to have a significant impact, supported by positive or unidirectional effects. This result implies that the higher the employee's political competence, the higher the employee's ability to achieve organizational goals.

Political skills are the potential of individuals who have good interpersonal skills in the use of positions and networks (Perrewé et al., 2004). Employees must help other employees demonstrate, transmit, and impress themselves within the organization Edison (2016:176) "Output is the result produced by an organization over a period of time, whether the organization is for-profit or not-for-profit ".

The results of this study mean that political skill is an interpersonal step of an employee in the world of work so that good communication between employees will make performance better, this can be interpreted that communication is built as a step for sharing knowledge between employees. Seeing the times that have many demands and challenges, organizational performance starts with increasing employee performance. This confirms that employees are required to have political skills in an organizational environment where there will be uncertainty and disturbances that occur (Braddy and Campbell., 2013). Individuals who have high political skills are the most successful employees in achieving achievement (Treadway et al., nd). In a sense, if employees have high political skills, performance will increase and organizational goals can be achieved.

The influence of job crafting on organizational commitment

According to the results of statistical tests, it can be stated that the impact of job shaping on organizational commitment has a significant impact under the support of positive or unidirectional effects.

Job crafting is the ability of employees to actively redesign jobs, with or without management involvement, to match the demands and resources of the job

with their individual skills or needs (Tims, Bakker, and Derks 2012). Organizational commitment by Kreitner and Kinicki (2014) reflects the degree to which an individual recognizes the organization and is committed to achieving its goals.

The findings of this study suggest that employees' expertise is part of their identity, not owned by others, but can be improved through learning and quick familiarity with the environment. The relationship between job shaping and organizational commitment is a picture of employee identity that is reinforced as an implementation in the organization. Potential of employees in order to be able to provide positive added value for each employee.

The influence of job crafting on employee performance

According to the results of statistical tests, it can be stated that the impact of job shaping on employee performance has been shown to have a significant impact, supported by positive or one-sided influences.

Job crafting in the initial study of Wrzesniewski and Dutton (2001), is defined as a proactive process of employees in changing mental boundaries to define the physical, emotional, cognitive and relational scope of a job. This understanding develops with attention to the element of personal preference as the main determinant of change shown by employees. Berg, et al (2010) further simplify the definition of job crafting as an effort to change the boundaries of a job, in line with individual preferences, skills, and abilities. Simamora (2015:339) "Performance refers to the degree to which the tasks that make up an employee's job are accomplished. Performance reflects how well an employee meets job requirements. Often misunderstood as effort reflecting energy expended, performance is measured by results".

The results of this study mean that the mentality possessed by employees is the basic state of an employee in the world of work that must continue to be honed, this provides an overview of potential pressures that will arise in the world of work requiring strong physical and mental conditions so that performance can remain excellent in every situation. time and circumstances, so that an employee has a strong identity in the organization.

This research is in line with previous research by Afifa (2021). Based on the results of his research, it can be concluded that job crafting has a direct effect on employee performance.

The influence of organizational commitment on employee performance

Based on the results of statistical testing, it can be explained that the influence of organizational commitment on employee performance has been proven to have a significant effect with the support of a positive or unidirectional influence.

Dewi (2016) argues that organizational participation is a psychological state that characterizes the relationship between workers and the organization and influences their decision to remain as a member of the organization. The performance of employees in a company needs to be known because the company

will obtain information on the quality and quantity of work output produced by employees. In line with this, every company has an interest in evaluating employee performance.

The findings of this study suggest that organizational commitment is an implicit statement implemented by employees through work products, clearly indicating that a person's mental state is reflected in the world of work in the same way that a person's identity is reflected in their performance when employees work discipline and integrity.

This study supports previous research by Aditia Rahman Dani and Siti Mujanah (2021), which showed that servant leadership, workload, and creativity had a significant effect on organizational commitment where organizational commitment had a significant effect on employee performance.

CONCLUSION

Reviewing the results and discussion, the conclusion in this study is that there is the influence of servant leadership, political skills, job crafting and has a significant and positive impact on organizational commitment. In addition, it was also found that servant leadership, political skills, job crafting had a significant and positive impact on employee performance. Furthermore, it is proven that organizational commitment has a significant and positive impact on employee performance. The results of this study can be used as a reference for further research that will examine similar topics by considering factors outside this research model by adding independent variables that may affect organizational commitment and employee performance, for example: work stress variables, compensation, work environment, organizational experience and so on. For management, it can be oriented towards developing the potential of employees to be able to find unique values in each of them as capital in organizational development. Management can develop training that is oriented towards servant leadership dimensions such as couching training, training in effective listening techniques or communication techniques that contain motivational and inspirational content. The choice of leadership style using servant leadership can be used as a basis for developing leadership training modules for future leaders.

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