

The Influence of Servant Leadership On Employee Performance with Managerial Skills as Mediator

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Abstract

This study aims to analyze the influence of servant leadership on employee performance with managerial skills as a mediating variable. The background of this research is based on the importance of a leadership style that serves in creating a productive work environment, especially in Correctional Institutions which have high work challenges. In this context, managerial skills are seen as an important factor in optimizing the influence of leadership on performance. This study uses a quantitative approach with a survey method on prison employees in Malang. The data was analyzed using Structural Equation Modeling (SEM) based on Partial Least Squares (PLS). The results of the study show that servant leadership has a positive and significant effect on performance. In addition, managerial skills also have a significant influence on performance and mediate the relationship between servant leadership and employee performance. These findings affirm the importance of developing servant leadership and strengthening managerial skills to improve employee performance. The application of a service-oriented leadership style, when accompanied by good managerial skills, is able to create more optimal performance in complex work environments such as prisons.

Keywords: Servant Leadership, Managerial Skills, and Employee Performance

INTRODUCTION

Correctional Institutions are one of the technical implementing units under the Ministry of Law and Human Rights and have a strategic role in the criminal justice system. In addition to carrying out the function of coaching inmates, prisons are also responsible for maintaining security and order within the institution environment. Success in achieving these goals is highly dependent on the quality of leadership and managerial skills of prison

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officers (Pradnyaswari et al., 2023). However, prisons in Indonesia face significant challenges, one of the main challenges is overcapacity. According to data from the Malang City Class 1 Prison, in 2024, overcapacity in Indonesia will reach (104.36%), far exceeding the available capacity. This overcapacity not only impacts the quality of inmate coaching due to limited resources and space, but also increases the risk of security and order disturbances. In addition, the issue of reoffending is also a serious concern. Data from the Central Statistics Agency (BPS) shows that the recidivism rate in Indonesia is 29% (Syaputra et al., 2019), which indicates that existing coaching programs have not been fully effective in changing prisoners' behavior. The complexity of this problem is exacerbated by the dynamic development of society, which demands continuous adjustments in coaching strategies (Parwati et al., 2020). In recent years, the concept *Serving Leadership* or servant leadership is increasingly popular and widely applied in various organizations, including the public sector. This concept emphasizes service to others, be it superiors, subordinates, or external parties, as the core of effective leadership. In the context of prisons, *Serving Leadership* can be realized through efforts to meet the needs of inmates, facilitate the coaching process, and build harmonious relationships with all *Squirrel* (Kumari et al., 2022). *Serving leadership*, with its focus on employee well-being and growth, creates a strong foundation for building positive relationships and mutual trust (Agusta & Azmy, 2023). Farooqui & Science, (2024) found that *Serving Leadership* positively relate to *Organizational citizenship behavior*.

On the other hand, *Managerial Skills* or managerial skills are a set of abilities that a manager needs to plan, organize, lead, and control organizational resources (Aquino, 2023; Desai et al., 2024; Rosier et al., 2024). These skills are essential in creating a productive work environment and achieving organizational goals. When a manager has *Managerial Skills* Good, he is able to provide clear directions, manage resources efficiently, and motivate his team to achieve optimal results. *Managerial skills* provide the tools necessary to effectively achieve organizational goals (Esther et al., 2023).

Serving leadership and *Managerial Skills* are two leadership concepts that complement each other and can work synergistically to improve employee performance. When these two concepts are combined, leaders can create a work environment that is not only positive but also productive. By paying attention to individual needs while still maintaining a focus on organizational goals, leaders can motivate employees to achieve optimal performance. Additionally, by involving employees in decision-making and giving them opportunities to develop themselves, leaders can increase a sense of belonging and responsibility among team members (Basalama & Piartrini, 2019; Nazir & Iqbal, 2024). Although previous research has examined various aspects of leadership in prisons, particular attention has been paid to the influence of combinations *Serving Leadership* and

managerial skills for the performance of prison officers are still limited. Most previous studies have tended to focus on individual factors such as officers' motivation or job satisfaction separately (Ashari et al., 2024; Joni et al., 2024; Moha, 2024; Sanders et al., 2020), or on the influence of a particular leadership style without considering interactions with managerial skills (Pranata & Zagladi, 2024; Tyaningsih & Nurachadijat, 2023). This research is different because it explicitly examines how *Serving Leadership* and managerial skills collectively affect the performance of prison officers in the context of complex organizations such as prisons. Thus, this study aims to fill this gap by providing a more comprehensive understanding of the role of these two factors in improving the effectiveness of prison organizations.

LITERATURE ANALYSIS AND METHODOLOGY

The research is a quantitative research, with a research sample using purposive sampling techniques. The population in this study is employees in Correctional Institutions, with respondent criteria Employees who have a minimum working period of one year, and are actively involved in leadership functions and human resource management in their work units. Based on these criteria, 99 respondents were obtained from the Class 1 Correctional Institution of Malang. This study uses Descriptive analysis and Parametric analysis methods using the Structural Equation Modeling-Partial Least Squares (SEM-PLS) approach. The SEM-PLS method was chosen because it is very flexible in predicting data behavior and causality relationships between variables for small to medium samples. In addition, SEM-PLS is more suitable for non-parametric research data because it does not require strict normal distribution (Putra et al., 2023). The operationalization of variables and indicators is presented in Table .1 below.

Table 1. Operational Definitions and Indicators

Variable	Indicators	Explanation
Serving Leadership	Support and develop employees (Fakhri et al., 2024)	It is important because it shows the role of the leader in ensuring employees continue to develop professionally, which contributes to better motivation and performance.
	Empathy (Kumari et al., 2022)	Empathy improves understanding and interpersonal relationships between leaders and employees, which has a positive impact on morale and productivity.

	Listen (Pujiastutianingsih & Ricky, 2023)	Listening skills strengthen employees' trust in leaders, creating an open and collaborative work environment.
	Improving the Community (Hoover & Douglas, 2018)	Helps build a sense of community in the workplace, which can increase employee engagement and loyalty to the organization.
	Providing Empowerment (Shaasha et al., 2024)	Giving employees autonomy increases their sense of responsibility and encourages initiative-taking, which leads to improved performance.
Managerial Skills	Technical Capabilities (Mohamed et al., 2022)	Mastering specific tasks helps managers run operations efficiently and guide employees accurately.
	Interpersonal Abilities (Beenen et al., 2021)	These skills are essential for fostering good relationships with employees, creating effective teamwork, and resolving conflicts well.
	Conceptual Abilities (Mashavira & Chipunza, 2021)	Help managers understand and solve problems holistically, as well as steer organizational strategy in a profitable direction.
	Decision (Mohamed et al., 2022)	Speed and accuracy in making decisions are critical to responding to emerging challenges and ensuring organizations remain competitive.
	Skills in Managing Time (N, 2016)	Managing time effectively allows managers to maximize productivity and ensure all projects are on schedule.
Performance	Working Quantity (Nazirwan & Fadhlhan, 2024)	Measuring how much work is completed is important to assess employee productivity over a period of time.

	Quality of Work (Sugiarti, 2022)	It is important to ensure that the work is not only completed on time but also has a high level of excellence.
	Effectiveness and Efficiency (Basri & Aarsal, 2022)	Measuring employees' ability to optimally use resources to achieve desired results, which is relevant to assessing productivity.
	Organizational Commitment (Dafiq & Solihat, 2023)	Demonstrates how far employees are willing to support the company's goals, which relate to employee retention and organizational sustainability.
	Creativity and Innovation (Rossi et al., 2024)	Innovation is essential to maintain a competitive advantage and adapt to change, as well as measure employees' contribution to organizational development.
	Job Satisfaction (Moha, 2024)	Describe an individual's level of satisfaction with their work, which affects work morale, loyalty, and overall performance results.

Data collection through questionnaires involving the participation of selected respondents. The questionnaire was distributed directly to respondents. The analysis tool uses the partial smallest square with smartpls ver 3.

RESEARCH AND RESULTS

Table 2. Loading Factor

Variables/Indicators	Serving Leadership	Managerial Skills	Employee Performance
SL1	0,888		
SL2	0,834		
SL3	0,859		
SL4	0,845		
SL5	0,718		
MS1		0,875	
MS2		0,860	
MS3		0,821	
MS4		0,887	

MS5		0,814	
KK1			0,827
KK2			0,843
KK3			0,844
CD4			0,893
KK5			0,832
KK6			0,740

The results of the PLS SEM analysis showed that all indicators in this study had excellent convergent validity. The loading factor values of all indicators met the threshold of 0.7 and showed a strong relationship between each of these indicators successfully measured the construct to be measured so that it could be relied upon to provide relevant information for this study.

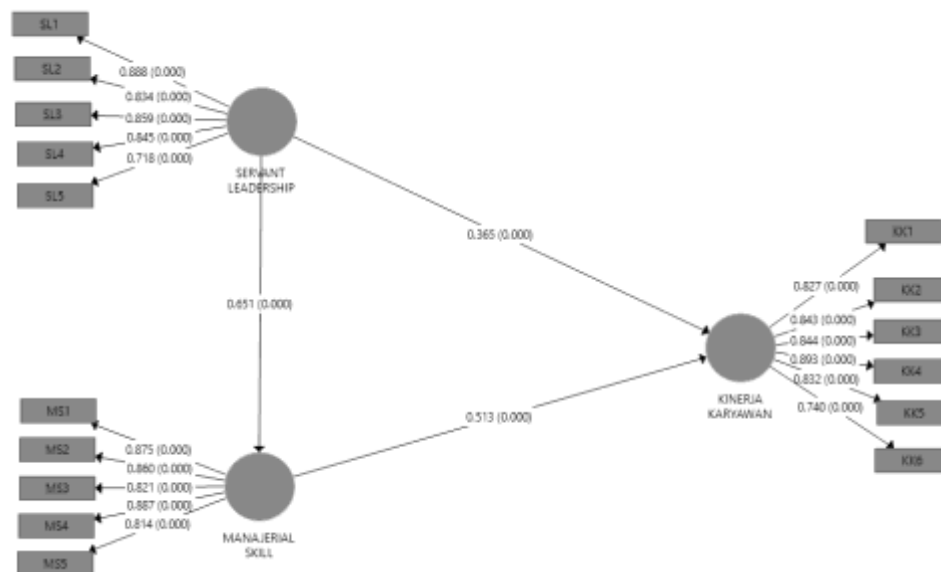


Figure 1. Structural Model

Table 3 Average variance extracted (AVE)

	Average Variance Extracted (AVE)
EMPLOYEE PERFORMANCE	0,691
MANAGERIAL SKILLS	0,726
SERVING LEADERSHIP	0,690

With the total AVE value above 0.50, it can be concluded that all constructs in this study meet the criteria of convergent validity. This means that the indicators used are able to explain their respective variables well and validly.

Construct Reliability

Construction Reliability (just like *Cronbach Alpha* measure the reliability of the construct or latent variable) The value must be above 0.70 which is considered reliable. However, for exploratory studies, a moderate reliability of 0.5 – 0.6 is sufficient to justify the results of the study (Novak & Rebernjak, 2023; Danial, 2019). Here is the output results table *Construction Reliability* from PLS:

Table 4 Construct Reliability

	Cronbach's Alpha
EMPLOYEE PERFORMANCE	0,910
MANAGERIAL SKILLS	0,906
SERVING LEADERSHIP	0,887

All Cronbach's Alpha values of all three constructs show numbers above 0.80, even close to 0.90, which means that the construct has a very strong internal consistency.

Goodness of fit Structural Model (Inner Model)

Model evaluation uses R-square (R²) for dependent constructs. Value *R-square* reflects the predictive power of the entire model (Siregar et al., 2024) with value constraints *R-square* greater than 0.10 or greater than 10 percent (or *Goodness-fit* of the model). Based on data processing with PLS, the value of the determination coefficient (R-square) is generated as follows:

Table 5. R-square value

	R Square
EMPLOYEE PERFORMANCE	0,640
MANAGERIAL SKILLS	0,424

Goddness of fit The right PLS can be found from the Q² value. The value of Q² has the same meaning as the determination coefficient (R-Squared/R²) in regression analysis. The higher the R², the more models can be said to match the data. A Q-Square value greater than 0 (zero) indicates that the model has *Predictive Relevance*, while a Q-Square value of less

than 0 (zero) indicates that the model has no predictive relevance (Ghozali, 2014). From table 10, it can be seen that the Q2 values are as follows:

$$\begin{aligned} Q2 \text{ value} &= 1 - (1 - R^2_1) (1 - R^2_2) (1 - R^2_3) \dots (1 - R^2_n) \\ &= 1 - (1 - 0.640) (1 - 0.424) \\ &= 0.79264 (79.264\%) \end{aligned}$$

In this research model, the R-squared value generated in the overall model equation is 79.264%, which means that the structural model has high *predictive relevance*, the model is getting better and suitable for use in prediction.

Hypothesis Testing

Table 6. Path coefficient

	Original Sample (O)	P Values
SERVANT LEADERSHIP - > EMPLOYEE PERFORMANCE	0,365	0,000
MANAGERIAL SKILLS -> EMPLOYEE PERFORMANCE	0,513	0,000
SERVANT LEADERSHIP -> MANAGERIAL SKILL	0,651	0,000

Based on the results of the relationship test in Table 6, it was obtained that servant leadership has a significant positive relationship with employee performance, which means that the higher the application of servant leadership by leaders in prisons, the more managerial skills of employees will increase. Thus the H1 hypothesis is accepted.

Managerial skills also have a positive and significant influence on employee performance, which shows that the managerial skills that employees possess actually contribute to the improvement of their performance. Therefore, the H2 hypothesis is accepted.

Servant Leadership has a value of 0.651 and a p value (0.000) for managerial skills. Which means that servant leadership has a direct influence on managerial skills. This shows that if servant leadership in a company has an improvement that will also improve the managerial skills of employees, then the H3 hypothesis is accepted.

Servant leadership not only affects managerial skills directly, but also indirectly affects employee performance through managerial skills. This means that the implementation of good servant leadership is able to improve employees' managerial skills, which ultimately has a positive impact on improving their performance. Therefore, managerial skills are proven to be a mediating variable.

DISCUSSION

The influence of servant leadership on employee performance

The results of this study consistently show that servant leadership has a significant influence on the performance of employees in prisons. These findings explicitly indicate that the higher the level of servant leadership internalized and practiced by prison leaders, the more employee performance tends to increase substantially. Servant leadership, which is manifested through a sincere servant attitude, deep empathy for employee needs, and effective empowerment of subordinates, has been proven to be able to create a more supportive, collaborative, and ultimately, highly conducive work environment to performance improvement (Pradipta & Pusparini, 2024; Silalahi et al., 2022).

Theoretically, these results are very much in line with the theory *Serving Leadership* submitted by Greenleaf, (1970), which states that servant leaders actively facilitate the holistic growth and comprehensive development of their organizational members, which in turn improves overall work effectiveness. In the unique context of prisons, where employees often face a stressful and highly responsible work environment, the role of a leader who is able to deeply understand the needs of his subordinates becomes crucial and determines the success of the organization (Smith, 2005). The study also provides strong empirical support for previous findings by Ramdhani et al., (2024), which states that *Serving Leadership* can improve individual performance through a significant increase in intrinsic motivation and deep job satisfaction. Thus, it can be concluded that leaders in prisons who adopt this leadership style have great potential to create a work climate that is not only more humane and oriented towards employee welfare, but also highly oriented towards achieving optimal results, which ultimately encourages improved overall employee performance. (Anwar et al., 2024; Ramdhani et al., 2024).

The practical implications that can be drawn from the results of this study are the importance of implementing comprehensive and sustainable leadership training and development programs based on core values *Serving Leadership* for prison leaders. This strategic effort will be critical in strengthening a work culture that actively supports employee emotional and professional engagement, which in turn will contribute to improved performance and overall organizational effectiveness (Masreviastuti et al., 2022; Nadeak & Siregar, 2022).

The Influence of Managerial Skills on Performance

The results of this research analysis comprehensively show that *Managerial Skills* has a significant influence on the performance of employees in prisons. This finding clearly indicates that the better the managerial skills possessed by employees, the higher the level

of performance shown by them in carrying out their duties. *Managerial skills* encompasses a set of essential abilities in planning, organizing, leading, and controlling work, which are at the core of any efficient and effective work process in achieving organizational goals. (Englmaier et al., 2022; Fauzy & Ristanti, 2022).

In the context of a unique and complex prison, *Managerial Skills* It is very important because employees are not only responsible for the implementation of routine administrative tasks, but also bear great responsibility for the development and supervision of the inmates. The ability to strategize effectively, set clear priorities, and manage work teams efficiently is key to maintaining operational stability, ensuring safety, and achieving overall operational effectiveness (Mahadiputra & Khairunnisah, 2023).

The results of this study are consistent with the theory put forward by Katz, (1974), which states that *Managerial Skills* is one of the core competencies that are very important in achieving effective performance, especially at the middle and upper levels in organizational structures. This study also corroborates the findings of the Wijaya & Saputra, (2024) that the increase *Managerial Skills* has a significant positive correlation with increased productivity and individual performance in public sector organizations.

From these findings, it can be suggested that prison institutions provide training *Managerial Skills* periodically and continuously to employees, especially those who have the potential to occupy leadership positions in the future. Continuous investment in improvement *Skill* This is expected to have a direct impact on improving the overall performance of the institution, improving operational efficiency, and ultimately, contributing to the effective achievement of organizational objectives (Kavitha, 2023).

The Influence of Servant Leadership on Managerial Skills

The results of the data analysis of this study clearly show that Servant Leadership has a positive and significant influence on Managerial Skills, as evidenced by the path coefficient of 0.651 and a p-value of 0.000. These findings provide strong support for the third hypothesis (H3) proposed in this study, confirming the existence of a substantial causal relationship. A relatively high coefficient value (0.651) indicates that service-oriented leadership practices are significantly correlated with an improvement in a leader's managerial capabilities. The statistical significance at the 0.000 level further confirms that these results are not mere coincidences, but rather are consistent and empirically reliable findings. This implies that a leader who prioritizes the principle of serving his subordinates tends to simultaneously develop or demonstrate more effective managerial skills in carrying out his or her role. Thus, Servant Leadership is not only a leadership style, but also a catalyst for the development of managerial competence.

This phenomenon can be explained through several interrelated mechanisms in the context of organization and leadership development. Leaders who adhere to the Servant Leadership philosophy inherently focus on the development and empowerment of the individuals in their teams, which indirectly encourages them to hone a variety of essential managerial skills. For example, in an effort to guide and train employees to reach their full potential, a servant leader will automatically improve his or her communication skills, both in providing clear instructions and in actively listening to feedback. Additionally, a commitment to subordinate growth requires the ability to delegate tasks effectively, manage resources wisely, and make informed decisions for the benefit of the team as a whole. All of these aspects, namely planning, organizing, directing, and controlling, are at the core of Managerial Skills that are proactively stimulated in the practice of Servant Leadership.

Further, servant leaders tend to build strong, trust-based relationships with their team members, which facilitates a more open and honest flow of information and feedback. This constructive interaction allows leaders to better understand team dynamics, identify areas for improvement, and manage conflicts effectively and fairly. The ability to manage complex interpersonal relationships, motivate teams toward common goals, and solve problems collaboratively are crucial aspects of Managerial Skills that are naturally stimulated and reinforced in the practice of Servant Leadership. Therefore, these findings provide a new perspective that Servant Leadership not only has a positive impact on the performance of subordinates directly, but also serves as an important catalyst for professional development and the improvement of managerial competence in the leader himself, creating a positive feedback loop in the overall leadership capacity building of the organization.

Managerial skills mediate Servant Leadership on employee performance

The results of the path analysis using the Partial Least Square (PLS) approach showed that Servant Leadership had a significant effect on managerial skills with a coefficient value of 0.651 and a significance value of 0.000. In addition, Managerial Skills also have a significant effect on Employee Performance with a coefficient value of 0.513 and a significance value of 0.000. Meanwhile, the direct path from Servant Leadership to Employee Performance remains significant with a coefficient value of 0.365 and a significance of 0.000. These findings indicate that Managerial Skills partially mediate the relationship between Servant Leadership and Employee Performance. In other words, Servant Leadership not only affects employee performance directly, but also indirectly through improving the managerial abilities possessed by employees.

Theoretically, these results are consistent with the view that Greenleaf, (1970) which states that servant leaders focus on individual development and subordinate empowerment. This kind of leader creates a work environment that supports the growth of competencies, including managerial skills, which in turn has a positive impact on performance achievement (Agusta & Azmy, 2023). In addition, these results are also in line with the leadership model that emphasizes the development of internal organizational capabilities through the improvement of managerial skills, which is considered an important factor in supporting the effectiveness of individuals and organizations (Wijaya & Saputra, 2024). Managerial Skills include the ability to organize, direct, and make strategic decisions, which are essential elements in achieving optimal performance (Fauzy & Ristanti, 2022).

The practical implications of these findings are the importance of institutions, particularly Correctional Institutions (Prisons), to integrate Servant Leadership development and Managerial Skills training in performance improvement strategies. Structured leadership training and development programs can help create leaders who are able to effectively empower their subordinates, while building the managerial skills needed to deal with organizational challenges adaptively.

CONCLUSION AND RECOMMENDATIONS

This study aims to examine in depth the influence of *servant leadership* on employee performance, with *managerial skills* as a mediating variable, in the context of Correctional Institutions. Based on the results of data analysis and discussion, it was found that all hypotheses proposed were proven to be significant. First, servant leadership has been proven to have a positive influence on employee performance. This means that the higher the level of service-oriented leadership applied by the leadership, the better the performance produced by employees. This leadership pattern creates a work environment that is supportive, empathetic, and empowering, so that it can trigger motivation and increase employee productivity in the midst of complex work challenges in the prison environment. Second, *managerial skills* also show a significant influence on performance. These findings confirm that employees' ability to plan, organize, lead, and control organizational tasks is an important factor in supporting the achievement of optimal performance. In the context of prisons, employees with good managerial skills tend to be more adaptive and efficient in handling workloads and carrying out their strategic roles. Third, servant leadership also contributes to improving employees' managerial abilities. Leaders who apply servant leadership values not only focus on the final result, but also actively foster, train, and empower their subordinates. This indirectly improves the quality of employee managerial skills, which then contributes to overall performance improvement.

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Overall, this study shows that servant leadership not only has a direct impact on performance improvement, but also plays an important role in shaping employee managerial capacity. Thus, servant leadership plays a role as a strategic leadership style that supports the development of human resources holistically.

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