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The Effect Of Servant Leadership And The Work Environment On Employee Performance Through Work Motivation As A Mediating Variable

Lila Maisya A.[1], Tri Maryati[2]

[1,2]Prodi Manajemen, Fakultas Ekonomi dan Bisnis, Universitas Muhammadiyah Yogyakarta, Daerah Istimewa Yogyakarta, Indonesia

Email: lila@umy.ac.id

Abstract

Research aims: This study aims to analyze the influence of servant leadership and work environment on employee performance through work motivation in employees at the Lopok Community Health Center, Sumbawa Besar Regency. Design/Methodology/Approach: This study used a quantitative approach with a census method of 115 employees at the Lopok Community Health Center, Sumbawa Besar Regency. Data were collected through an online questionnaire (Google Form) and analyzed using Structural Equation Modeling based on Partial Least Square (SEM-PLS) with the help of SmartPLS 4.0. Research findings: Based on the analysis results, it was found that Servant Leadership has a positive and significant effect on Employee Performance. In addition, the Work Environment also has a positive and significant effect on Employee Performance. Servant Leadership and the Work Environment are proven to have a positive and significant effect on Work Motivation. Furthermore, Work Motivation has a positive and significant effect on Employee Performance. The results of the mediation test show that Work Motivation is able to mediate the effect of Servant Leadership on Employee Performance and mediate the effect of the Work Environment on Employee Performance. Theoretical contribution/ Originality: This study enriches the literature on the role of improving employee performance that can be achieved through the implementation of servant leadership and the creation of a supportive work environment, with work motivation as an important intermediary factor. Practitioner/Policy implication: Lopok Community Health Center management needs to strengthen servant leadership style and a conducive work environment to improve

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employee performance and increase work motivation. Research limitations/implications: This study was conducted at only one institution, the Lopok Community Health Center, so the results cannot be broadly generalized. Future research is recommended to involve other community health centers and include other variables such as organizational commitment.

Keywords: Servant Leadership, Work Environment, Employee Performance, Work Motivation

INTRODUCTION

Human resources are the most important factor in any organization, whether corporate or government agency. Human resources are a crucial component in determining success in achieving goals and carrying out their assigned tasks. An organization or agency will not function effectively without the active participation of human resources, even with sophisticated facilities and infrastructure. The most important human resource in a company or agency is its people, who have a direct impact on the organization compared to other resources. One crucial factor in developing the quality of human resources in an organization or company is leadership. Leadership plays a crucial role in supporting the achievement of organizational goals. The involvement of leaders in efforts to improve work quality and employee behavioral growth is implemented in a leadership model known as servant leadership (Grace Maria Fitricia et al., 2024).

*Servant Leadership*is a leadership model that prioritizes service to others, whether to employees/company members, customers, or the surrounding community. Research conducted by (Bande et al., 2016), explains that*servant leadership*is an important and valuable step at the individual level in an organization that can increase motivation between individuals and influence the success of an organization and agency.

The work environment determines the improvement of employee performance, the success of public organizations is also largely determined by the organization's ability to design a good work environment. According to research conducted by (Palvalin, 2017) the results show that evaluating the work environment and measuring the impact of changes in the work environment is important to do, because a good work environment will support employees to work better so that the performance obtained can be maximized. Performance is defined as the behavior of the term "results" to describe

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the results of that behavior. Work performance is the value of a set of employee behaviors that contribute, both positively and negatively, to achieving organizational goals. Jaiswal, Neeraj's research (Kumar & Dhar, 2008) wrote that servant leaders inspire trust in followers that motivates them to reciprocate by providing superior performance.

Motivation is a desire that arises within employees that creates a drive to work. Motivation is the process of willingness to exert high levels of effort to achieve organizational goals and influences organizational productivity. The task of a leader is to channel motivation towards achieving organizational goals. Therefore, employee work motivation is crucial for maintaining and improving employee performance. According to research (Sanaba et al., 2022), results show that providing good motivation and paying more attention to employees can support employee performance.

Community Health Centers in Sumbawa Besar Regency continue to strive to improve the quality of services to the community. However, problems are still found in the form of delays in completing administrative tasks and low work motivation among some health workers. Although the leadership has implemented a service-oriented leadership style and attempted to create a more comfortable work environment, employee performance still shows variation. This condition indicates that work motivation plays an important role in bridging the influence of leadership and the work environment on employee performance. Therefore, this study aims to examine the influence of servant leadership and the work environment on employee performance through work motivation as a mediating variable. Because with a good leader, and providing a work environment and work motivation to employees, employee performance will also increase. The contributions of this study include: (1) theoretically, this study is expected to reveal the effectiveness of servant leadership and the work environment on employee performance through work motivation as a mediating variable. (2) practically, the results of this study are expected to be used as input, reference and consideration in leading human resources as well as a reference for human resource research.

Literature Review and Hypotheses Development (Quantitative) or Literature Review (Qualitative)

Employee performance

Employee performance is the result or output of a process. According to (Moulana et al., 2015) based on the behavioral approach in management, performance is the

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quantity or quality of something produced or services provided by someone who does the work. Employee performance is influenced by various factors of ability and work interest, clarity and acceptance, work facilities, leadership, work discipline (Afandi, 2018) in (Makawimbang et al., 2023) personality ability in work interest, while Clarity and acceptance of an employee which is the level of understanding and acceptance of the tasks given to him. In addition, Work facilities, something that supports employee work provided by the Company. In addition, Leadership, a leading attitude for directing and controlling employees. And in addition, Work discipline, an attitude of respect, appreciation, obedience, and compliance with the rules that apply in the company.

Servant Leadership

Servant leadership is a form of leadership that emphasizes service and prioritizes the interests and needs of employees. Servant leadership will then create other "servant leaders" among the members they lead who can ultimately also provide services to customers or other stakeholders (Yosu Crispinus Hariyono, 2014). Factors that influence leadership according to Setiawan & Dewi (2018) explain that the elements in leadership are the presence of someone who functions to lead, called a leader, the presence of other people who are led, the presence of activities that move others which are carried out by influencing and directing their feelings, thoughts, and behavior, the presence of goals to be achieved and taking place in a process within the organization, both large and small organizations.

Work environment

According to Sedarmayanti & Rahadian (2018), a conducive work environment is one form of compensation that can be provided by an organization to employees. The work environment is a very important component in employees carrying out work activities. By paying attention to a good work environment or creating work conditions that can motivate employees to work, it can have an impact on employee work enthusiasm. The work environment is very necessary in a company, according to Moulana (2015) with a comfortable work environment, optimizing employee work can be achieved better. There are two influences on the work environment, namely the influence of the physical work environment and the influence of the non-physical work environment. According to Moulana (2015), there are several things that can influence the formation of the work environment: lighting, air temperature, noise, use of color, required space for movement, job security, and employee relations.

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Work motivation

Motivation is a state or force that drives employees to be directed or directed in achieving organizational goals. According to Hajiali (2022), motivation is a desire within a person that drives them to act, or something that becomes the basis or reason for their actions. Motivation is very important because it can provide encouragement for every employee to work hard and have the enthusiasm to achieve high productivity. Work motivation can be interpreted as the power that a person has that can increase their potential in carrying out an activity. According to Zulkifli (2022), there are two motivational factors, namely internal factors including: self-esteem and achievement, needs, expectations, responsibilities, and job satisfaction. External factors include: type and nature of work, work groups, working conditions, job security and safety, and relationships.*interpersonal.*

Hypothesis Development

leader*(servant leaedership)* Focusing on serving, guiding, and showing concern for employees, employees will feel appreciated and listened to in carrying out their work. WhenLeaders who care about the needs and development of their employees tend to create positive, trusting working relationships and open communication. This encourages employees to have a higher sense of responsibility for their work and increase their commitment to completing tasks according to established standards. This improves the quality and quantity of employee work, thereby improving overall employee performance. Various previous studies have shown that servant leadership has a positive and significant influence on employee performance. Studies conducted by Alvin Yuwono Pala'langan (2021), Herson Keradjaan (2020), Widyacahyani (2020), Dani & Mujanah (2021), Miftahul Huda (2024), and Maryati et al., 2024) consistently found that the better the servant leadership implemented by leaders, the higher the level of employee performance in the company. Based on this description, the research hypothesis is formulated:

H1: *Servant leadership*has a positive and significant effect on employee performance.

A comfortable work environment will make employees feel comfortable with their work environment, which will certainly lead them to be more disciplined and can improve their performance in achieving company/agency goals. In addition, the availability of adequate work facilities will help employees complete their work more effectively and

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efficiently. Good working relationships between employees and between employees and superiors also play a vital role in creating harmonious teamwork. A comfortable work environment, adequate facilities, and good employee relations will affect employee performance. Various previous studies have shown that the work environment has a positive and significant effect on employee performance. Studies conducted by Susanti (2021), Hartoyo & Arsyad, (2021), Rahmadani & Sampeliling (2023), Ahmad (2022), Simamora & Sambas (2023) consistently found that the better the work environment, the higher the employee performance. Based on this description, the research hypothesis is formulated:

H2: The work environment has a positive and significant effect on employee performance.

Leader (*servant leadership*) Building good relationships with subordinates and creating a mutually supportive work community and maintaining good relationships will motivate subordinates to maintain their performance in the workplace. By increasing work motivation, employees will be more enthusiastic, responsible, and consistent. Therefore,*servant leadership* Servant leadership plays a crucial role in boosting employee work motivation. Previous studies have shown that servant leadership has a positive and significant impact on work motivation. Studies conducted by Sherihan (2022), icebgc & icebgc (2022), Fikri et al. (2024), Ardiyasa (2020), and Nevi (2025) consistently found that as servant leadership increases, work motivation also increases. Based on this description, the following research hypothesis is formulated:

H3: Servant leadership has a positive and significant effect on employee performance.

A good work environment, both in terms of physical and non-physical aspects, can create a sense of comfort and safety for employees in carrying out their work. The work environment can be assessed from Work Motivation. The work environment has a significant influence on work motivation. When the work environment is better, it can increase employee work motivation, with a sense of comfort and harmonious work relationships. Various previous studies have shown that the work environment has a positive and significant effect on employee performance. Studies conducted by Darmadi (2024), D. Setiawan (2024), H. Kurniawan & Heryanto (2019), Nurcahyo (2022) Narasuci (2018) consistently found that the better the work environment, the higher the employee work motivation. Based on this description, the research hypothesis is formulated:

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H4: The work environment has a positive and significant effect on work motivation.

Work motivation plays a crucial role in improving employee performance. Employees are motivated if they believe they will perform well and that this performance will yield the desired results. The higher an employee's work motivation, the higher their performance. Previous studies have shown that work motivation has a positive and significant impact on employee performance. Studies conducted by Yosu Crispinus Hariyono (2014), Putri (2022), Dharma (2018), Miftahul Huda (2024), and Arif (2023) consistently found that the higher an employee's work motivation, the higher their performance. Based on this description, the following research hypothesis is formulated:

H5: Work motivation has a positive and significant effect on employee performance.

*Servant leadership*By providing attention, support, and development opportunities to employees, they will feel valued, involved, and guided in their work. These feelings will increase employee work motivation. When employee work motivation increases, employees will demonstrate higher commitment, enthusiasm, and work involvement, thereby optimally improving employee performance. Various previous studies have shown that servant leadership has a positive and significant effect on employee performance through work motivation. Studies conducted by Hariyono & Andriani (2020) and Faizah et al., 2020 consistently found thatThe better the implementation of servant leadership, the higher employee performance through increased work motivation. Based on this description, the research hypothesis is formulated:

H6: Work motivation mediates the relationship between servant leadership and employee performance.

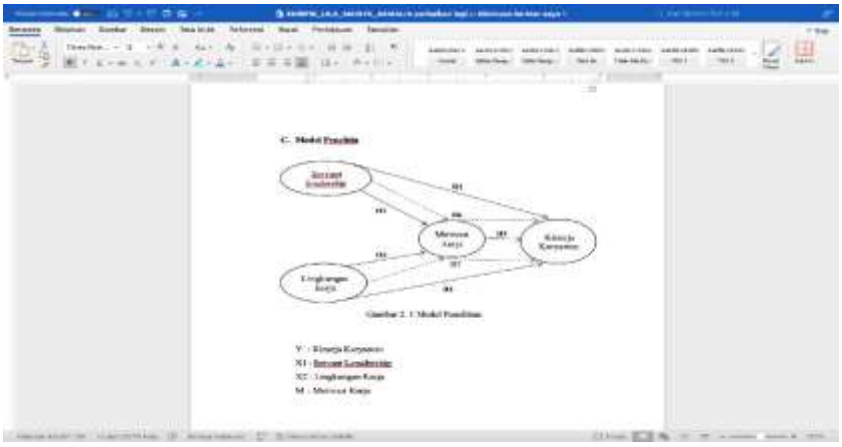
By creating a conducive work environment, employees will feel comfortable and have harmonious working relationships. This condition will foster employee work motivation. When work motivation increases, employees will be encouraged to work with more enthusiasm, responsibility, and active involvement, thus positively impacting employee performance. Various previous studies have shown that the work environment has a significant indirect effect on employee performance through work motivation. Studies conducted by Sudarmanto Martini & Herlambang (2022), Hamidah Nayati

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Utami, 2015) consistently found that better work motivation will influence the work environment, thereby improving employee performance. Based on this description, the research hypothesis is formulated:

H7: The work environment has a significant indirect effect on employee performance through work motivation.



: pengaruh tidak langsung

: pengaruh langsung

Gambar 1 Model Penelitian

RESEARCH METHOD

This research is a quantitative research. According to Bougie & Sekaran (2017), quantitative research is a scientific method whose data is in the form of numbers or figures that can be processed and analyzed using mathematical or statistical calculations by examining and collecting information from a statistically defined population as a reference in decision-making to test assumptions or hypotheses. The research data was obtained through a survey using a questionnaire distributed online via Google Form. The object of this research is the Lopok Community Health Center, Sumbawa Besar Regency. The population in this study amounted to 115 employees. The sampling technique used was census or total sampling, where all members of the population were used as research samples because the number was affordable overall. Of the 115 questionnaires distributed, 115 questionnaires were returned and declared suitable for further analysis. The collected data were then analyzed using the

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method*Structural Equation Modeling–Partial Least Squares*(SEMPLS) with the help of SmartPLS 4.0 software

The data in this study were obtained from primary data collected directly from respondents through a Google Form questionnaire. The questionnaire was designed to describe respondents' perceptions of the variables studied, namely servant leadership, work environment, employee performance, and work motivation. Data collection was conducted by distributing online questionnaires using Google Forms to employees working at the Lopok Community Health Center, Sumbawa Besar Regency to facilitate the filling process and increase the respondent response rate. The research instrument was adapted from various previous studies that have been tested for validity and reliability. The servant leadership variable was measured using indicators*Altruistic Calling, Emotional Healing, Wisdom, Persuasive Mapping, dan Organizational Stewardship.* Work environment variables are measured using indicators work atmosphere, relationships with coworkers, and work facilities. Employee performance variables are measured using indicators*Effenciency, Planning,* And *Creativity and inovation.* Work motivation variables are measured using intrinsic motivation and extrinsic motivation indicators.

VARIABLES	INDICATOR	SYMBOL
Employee performance	I feel dedication, seriousness and ability to take responsibility for my work.	EP 1
	I enjoy the professional skills or professionalism and technical knowledge required to perform the job efficiently.	EP 2
	I do my job in accordance with existing policies and procedures.	EP 3
	I feel satisfied with the work I do	EP 4

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VARIABLES	INDICATOR	SYMBOL
	I have the ability to plan my work and its achievements according to the planned schedule.	EP 6
	I plan the work before starting to implement it.	EP 7
	I improve my ability to focus on completing assigned work automatically.	EP 8
	I am cautious or interested in making changes in working methods each period.	EP 9
	I avoid repeating what others have done in solving problems.	EP 10
	I feel bored repeating the same procedures in doing work.	EP 11
	I have the ability to quickly put forward ideas and solutions when dealing with work-related problems.	EP 12
	I have the ability to express thoughts fluently and freely.	EP 13
Servant leadership	Leadership has a strong desire to make a lasting positive impact on the lives of others.	SL 1
	Leadership is committed to helping others recover from hardship or trauma.	SL 2
	Leadership is able to understand environmental conditions in depth and consider their impact in decision making.	SL 3
	Leadership is able to map problems comprehensively and formulate innovative solutions.	SL 4

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VARIABLES	INDICATOR	SYMBOL
	Leadership seeks to encourage organizations to contribute to society through social programs.	SL 5
Work environment	I feel that the working atmosphere at my workplace is quite satisfying.	LK 1
	I feel that the work atmosphere is very supportive in completing tasks and responsibilities.	LK 2
	I have a harmonious relationship with my colleagues in the work environment.	LK 3
	My colleagues and I who provide support and feedback in our work	LK 4
	I feel that the available work equipment is complete and supports my work.	LK 5
	I feel that the work equipment used is modern and in accordance with technology.	LK 6
Work motivation	The driving force in my work	MK 1
	The tasks I do at work are enjoyable	MK 2
	My job is meaningful.	MK 3
	My job is very exciting	MK 4
	My job is so interesting that it becomes a motivation in itself.	MK 5
	Sometimes I get so inspired by my work that I almost forget everything around me.	MK 6
	If I am supposed to put in extra effort in my job, I need to get paid extra.	MK 7
	It is important for me to have external incentives to try hard to do a good job.	MK 8

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VARIABLES	INDICATOR	SYMBOL
	External incentives such as bonuses and benefits are important to how well I do my job.	MK 9
	If I was offered a better salary, I would do a better job.	MK 10

Data analysis was carried out using the method*Structural Equation Modeling Partial Least Squares*(SEM-PLS) with the help of SmartPLS software version 4.1.1.2. This method was chosen because it is able to analyze causal relationships between variables simultaneously and does not require the assumption of normal data distribution, making it suitable for use in this study. Because this study uses a quantitative approach, validity and reliability tests were conducted to ensure the feasibility of the research instrument. Convergent validity tests were conducted by examining the outer loading values and*Average Variance Extracted*(AVE). An indicator is declared valid if it has an outer loading value ≥ 0.70, but a value ≥ 0.50 is still acceptable, and an AVE value ≥ 0.50 (Ghozali & Kusumadewi, 2023). Discriminant validity testing is conducted by examining the cross-loading value, where each indicator must have the highest loading value on the construct it measures compared to other constructs. Meanwhile, reliability testing is assessed based on the value*Cronbach's Alpha* And *Composite Reliability*with a value criterion of ≥ 0.70 indicating that the construct has good reliability (Ghozali & Kusumadewi, 2023). The stages of data analysis in this study include descriptive statistical analysis to describe the characteristics of respondents and the distribution of research data, evaluation of the outer model to ensure the indicators used are valid and reliable, and evaluation of the inner model by looking at the coefficient of determination (R-Square) and F-Square values. The higher the R2 value, the greater the ability of the independent variable to explain changes in the dependent variable in the research model. According to Ghozali & Kusumadewi (2023), the interpretation of the R-Square (R2) value is divided into three categories, namely an R2 value of 0.75 is categorized as strong, an R2 value of 0.50 is categorized as moderate, and an R2 value of 0.25 is categorized as weak. Next, an F-Square analysis is carried out, which is used to assess the relative influence of the independent variable on the dependent variable. According to Ghozali & Kusumadewi

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(2023), an F-Square value of 0.02 indicates a small influence, a value of 0.15 indicates a moderate influence, and a value above 0.35 indicates a large influence.

RESULT AND DISCUSSION

Characteristics	Sub Characteristics	Amount	Percentage %
Gender	Man	22	19,1
	Woman	93	80,9
	Amount	115	100
Last education	SMA	2	1,7
	D3	62	53
	S1	60	43,5
	S2	1	0,9
	S3	-	-
	Amount	115	100
Working Hours	Less than 1 year	5	4,30%
	1 to 5 years	27	23,50%
	6 to 9 years	21	18,30%
	More than 10 years	62	53,90%
	Amount	115	100

The respondent profile in this study shows that the majority of respondents were male, namely 22 people (19.1%), while female respondents numbered 93 people (80.9%). Based on the last level of education, respondents were dominated by employees with Diploma (D3) education as many as 62 people (53%), followed by respondents with Bachelor's (S1) education as many as 60 people (43.5%). Furthermore, respondents with high school education numbered 2 people (1.7%), respondents with Master's (S2) education as many as 1 person (0.9%), and for Doctoral education (S3) there were none of the total respondents. Viewed from the length of service, most respondents had a service period of more than 10 years, namely 62 people (53.9%). Respondents with a service period of 1–5 years numbered 27 people (23.5%), followed by respondents with a service period of 6–9 years as many as 21 people (18.3%). Meanwhile, respondents with a service period of less than 1 year numbered 5 people (4.3%).

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Table 3 Convergent Validity Results

Let Variable	Indicator	*Loading Factor*	AVE	Significance (>0.7 / 0.5-0.6)
Servant Leadership	SL1	0.971	0.851	Valid
	SL2	0.971		Valid
	SL3	0.973		Valid
	SL4	0.728		Valid
	SL5	0.946		Valid
Work environment	LK1	0.939	0.906	Valid
	LK2	0.981		Valid
	LK3	0.975		Valid
	LK4	0.879		Valid
	LK5	0.967		Valid
	LK6	0.968		Valid
Employee performance	KK1	0.912	0.749	Valid
	KK2	0.890		Valid
	KK3	0.871		Valid
	KK4	0.900		Valid
	KK5	0.865		Valid
	KK6	0.932		Valid
	KK7	0.909		Valid
	KK8	0.790		Valid
	KK9	0.881		Valid
	KK10	0.823		Valid
	KK11	0.770		Valid
	KK12	0.872		Valid
	KK13	0.817		Valid
Work motivation	MK1	0.906	0.785	Valid
	MK2	0.906		Valid
	MK3	0.889		Valid
	MK4	0.884		Valid
	MK5	0.898		Valid
	MK6	0.906		Valid

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Let Variable	Indicator	*Loading Factor*	AVE	Significance (>0.7 / 0.5-0.6)
	MK7	0.898		Valid
	MK8	0.880		Valid
	MK9	0.836		Valid
	MK10	0.854		Valid

Based on the results of the first stage of validity testing, it was found that all variables in this study met the convergent validity criteria. This is indicated by the loading factor value for each item being above the minimum limit of ≥ 0.5, as well as the value*Average Variance Extracted*(AVE) on each variable that has met the criteria ≥ 0.5. The AVE values for the variables Servant Leadership, Work Environment, Employee Performance, and Work Motivation have each exceeded the required limit value, so that item elimination is not necessary at this stage of the analysis. Thus, all indicator items in each variable are declared valid and can be used in further analysis. The AVE value that meets the requirements indicates that each construct is able to explain more than 50% of the variance of its indicators, so it can be concluded that all variables in this study have good convergent validity.

Table 4 Convergent Validity Results

Indicator	Employee Performance (Y)	Work Motivation (M)	*Servant Leadership* (X1)	Work Environment (X2)
KK1	**0.912**	0.655	0.617	0.547
KK2	**0.890**	0.643	0.626	0.574
KK3	**0.871**	0.691	0.642	0.552
KK4	**0.900**	0.731	0.610	0.511
KK5	**0.865**	0.776	0.525	0.503
KK6	**0.932**	0.656	0.649	0.588
KK7	**0.909**	0.674	0.631	0.539
KK8	**0.790**	0.599	0.538	0.518
KK9	**0.881**	0.691	0.558	0.543
KK10	**0.823**	0.783	0.524	0.468
KK11	**0.770**	0.576	0.483	0.498

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Indicator	Employee Performance (Y)	Work Motivation (M)	*Servant Leadership* (X1)	Work Environment (X2)
KK12	**0.872**	0.679	0.546	0.526
KK13	**0.817**	0.777	0.496	0.469
MK1	0.663	**0.906**	0.451	0.475
MK2	0.787	**0.906**	0.566	0.505
MK3	0.686	**0.889**	0.460	0.508
MK4	0.700	**0.884**	0.657	0.432
MK5	0.789	**0.898**	0.652	0.357
MK6	0.787	**0.906**	0.566	0.505
MK7	0.649	**0.898**	0.411	0.482
MK8	0.655	**0.880**	0.433	0.491
MK9	0.625	**0.836**	0.579	0.354
MK10	0.676	**0.854**	0.521	0.310
SL1	0.594	0.546	**0.971**	0.362
SL2	0.599	0.565	**0.971**	0.337

Based on the results of the cross-loading analysis, it has an adequate level of discriminant validity. This is evident from the correlation results of the indicators with the corresponding construct, where each indicator has a value.*cross loading* which is higher in the original construct compared to other constructs. For example, KK1 (Employee Performance) shows a value*cross loading* of 0.912 on the Employee Performance construct, which has a higher correlation with other constructs.

Table 5 Convergent Validity Results

Variables	*Cronbach's Alpha*	Composite Reliability	Information
Servant Leadership (X1)	0.953	0.966	Reliable
Work Environment (X2	0.979	0.983	Reliable
Employee Performance(Y)	0.972	0.975	Reliable
Work Motivation(M)	0.970	0.973	Reliable

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Based on the test results, the value*Cronbach's Alpha* And *Composite Reliability* The t-values for all constructs meet reliability standards. All variables have values higher than 0.7, thus concluding that the instrument used is reliable. This finding indicates that each statement item is able to consistently measure the construct. Thus, all variables in this study have met the criteria for good reliability

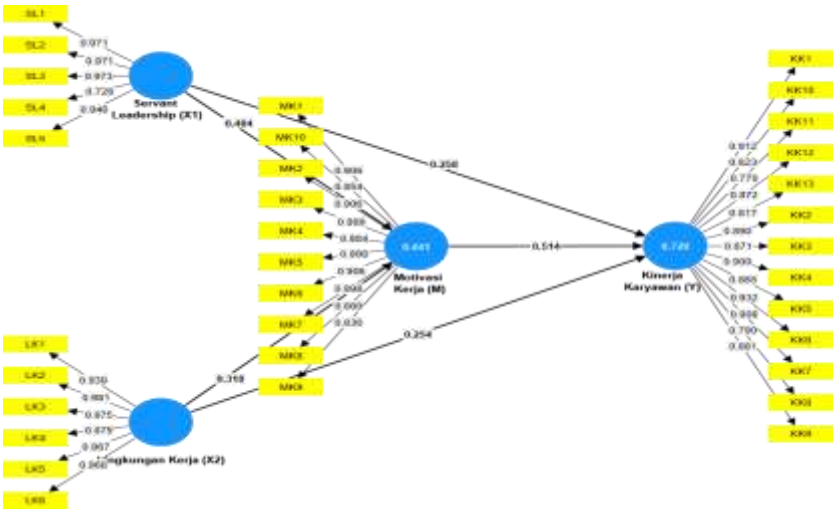


Figure 2 PLS Results Table 6 Descriptive Analysis of Variables

Variables	Total Mean	Information
Servant leadership	4.07	High
Work environment	3.81	High
Employee performance	4.30	Very high
Work motivation	4.20	High

Based on the results of descriptive statistics, the variables of servant leadership, work environment, and work motivation have average values that are classified as high and are 4.07, 3.81, 4.20, respectively, and employee performance has an average value that is classified as very high at 4.30 which indicates a positive respondent perception of servant leadership, work environment, employee performance, and work motivation, which indicates that respondents feel good leadership support, a comfortable work environment, and are able to show optimal performance and motivation in work. Overall, these results reflect a fairly conducive working condition in the research organization environment.

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Table 7 R-Square Test Results

Variables	*R Square*	Prediction Model
Employee Performance (Y)	0.735	Strong
Work Motivation (M)	0.451	Moderate

The results of the analysis of the coefficient of determination (*R-Square*) shows that the Employee Performance variable (Y) has an R-square value of 0.735 after being calculated using SmartPLS. This means that the Employee Performance variable in the model is 73.5%, which is included in the strong category, and the remaining 27.2% is influenced by other variables not included in the model. For the Work Motivation variable (M), it is influenced by the model variable by 0.451 or 45.1%, which is included in the moderate category, and the remaining 55.9% is influenced by other variables not included in the model.

Table 8 F-Square Test Results

	Employee Performance (Y)	Work Motivation (M)	*Servant Leadership* (X1)	Work Environment (X2)
Servant Leadership (X1)	0.158	0.366		
Work Environment (X2)	0.181	0.158		
Work Motivation (M)	0.548			
Employee Performance (Y)				

Based on the test results*F-Square*, noted that *servant leadership*moderate influence on employee performance (0.158), work environment has a moderate influence on employee performance (0.181), work motivation has a big influence on employee performance (0,548), *servant leadership* shows a big influence on work motivation (0.366) and the work environment has a moderate influence on work motivation (0.158).

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Table 9 Results of Direct Influence

	Original Sample (O)	*Sample Mean (M)*	*Standard Deviation (STDEV)*	*T Statistics (O/STDEV)*	*P Values*	*Information*
Servant Leadership (X1) -> Employee Performance (Y)	**0.258**	**0.254**	**0.057**	**4.552**	**0.000**	**Positive and significant**
Work Environment (X2) -> Employee Performance (Y)	**0.254**	**0.255**	**0.060**	**4.225**	**0.000**	**Positive and significant**
Servant Leadership (X1)-> Work Motivation (M)	**0.484**	**0.485**	**0.082**	**5.874**	**0.000**	**Positive and significant**
Work Environment (X2) -> Work Motivation (M)	**0.318**	**0.317**	**0.088**	**3.627**	**0.000**	**Positive and significant**
Work motivation (M) -> Employee Performance (Y)	**0.514**	**0.517**	**0.065**	**7.936**	**0.000**	**Positive and significant**

Based on the results of the analysis*path coefficient* with the method*bootstrapping*, the influence of servant leadership on employee performance shows a positive direction with a coefficient value of 0.258 and is significant because the value*t-statistic* of 4.552

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and a P-value of 0.000, so the hypothesis is accepted. Meanwhile, the influence of the work environment on employee performance has a coefficient of 0.254 and is significant because the value*t-statistic* of 4.225 and a P-value of 0.000, so the hypothesis is accepted. Furthermore, servant leadership has a positive and significant effect on work motivation with a coefficient value of 0.484, the value*t-statistic* of 5.874, and the P-value of 0.000, so the hypothesis is accepted. The influence of the work environment on work motivation shows a positive coefficient of 0.318 and is significant with a value*t-statistic* of 3.627 and a P-value of 0.000, so the hypothesis is accepted. Thus, the influence of work motivation on on employee performance has a coefficient of 0.514 and a significant value*t-statistic* of 7.936 and a P-value of 0.000, so the hypothesis is accepted.

Table 10 Results of Indirect Effects

	Original sample (O)	*Sample mean (M)*	*Standard deviation (STDEV)*	*T statistics (O/STDEV)*	*P values*	*Information*
Servant Leadership (X1) -> Work Motivation (M) -> Employee Performance (Y)	**0.249**	**0.251**	**0.056**	**4.464**	**0.000**	**Positive and significant mediation**
Work Environment (X2) -> Work Motivation (M) -> Employee Performance (Y)	**0.164**	**0.164**	**0.050**	**3.258**	**0.001**	**Positive and significant mediation**

Based on the results of the analysis*bootstrapping*, influence *servant leadership* on employee performance through work motivation has a coefficient value of 0.249 with a value of*t-statistic* of 4.464 and a P-value of 0.000 (<0.05), thus indicating that work

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motivation acts as a mediating variable and the hypothesis is accepted. Furthermore, the influence of the work environment on employee performance through work motivation has a coefficient value of 0.164 with a value of*t-statistic* of 3.258 and a P-value of 0.001 (<0.05), which also indicates a mediating effect. Thus, it can be concluded that work motivation able to mediate the relationship between*servant leadership* and work environment on employee performance.

First, the results of the hypothesis testing showed that the relationship between Servant Leadership and Employee Performance is positive and significant. Thus, the first hypothesis (H1) can be accepted, which means that Servant Leadership has a positive and significant effect on Employee Performance, so that the better the servant leadership implemented by the leader, the higher the level of employee performance in the company. The results of this study are in line with research conducted by (Alvin Yuwono Pala'langan, 2021), (Herson Keradjaan, 2020), (Widyacahyani et al., 2020), (Dani & Mujanah, 2021), (Miftahul Huda et al., 2024) which shows that servant leadership has a positive effect on employee performance.

Second, the results of the hypothesis testing showed that the relationship between the Work Environment and Employee Performance was positive and significant. Thus, the second hypothesis (H2) can be accepted, which means that the Work Environment has a positive and significant effect on Employee Performance. The better the work environment at the Sumbawa Besar Community Health Center, the higher the employee performance. The results of this study are in line with research conducted by (Susanti et al., 2021) (Hartoyo & Arsyad, 2021), (Rahmadani & Sampeliling, 2023), (Ahmad et al. 2022), (Simamora & Sambas, 2023) which shows that the work environment has a positive effect on employee performance.

Third, the results of hypothesis testing show that the relationship between*Servant Leadership* on Work Motivation is positive and significant. Thus, the third hypothesis (**H3) accepted**, which means that*Servant Leadership* has a positive and significant effect on work motivation so that it increases*servant leadership* then work motivation will also increase. Leaders who have*servant leadership* Employees with high levels of servant leadership will have a high level of work motivation. The results of this study align with research conducted by (Sherihan, 2022), (icebgc & icebgc, 2022), (Fikri et al., 2024), (Ardiyasa, 2020), (Nevi, 2025), which shows that servant leadership has a positive effect on work motivation.

Fourth, the results of hypothesis testing show that the relationship between the Work Environment and Work Motivation is positive and significant. Thus, the fourth

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hypothesis (H4) is accepted, which means that the Work Environment has a positive and significant effect on Work Motivation so that the better the Work Environment at the Sumbawa Besar Health Center, the higher the Work Motivation of its employees. The results of this study are in line with research conducted by (Darmadi et al., 2024), (D. Setiawan et al., 2024), (H. Kurniawan & Heryanto, 2019), (Nurcahyo, 2022) (Narasuci et al., 2018). showing that the work environment has a positive effect on work motivation.

Fifth, the results of hypothesis testing showed that the relationship between Work Motivation and Employee Performance was positive and significant. Thus, the fifth hypothesis (H5) was accepted, which means that Work Motivation has a positive and significant effect on Employee Performance so that the higher the Work Motivation of employees at the Sumbawa Besar Community Health Center, the higher the Employee Performance. The results of this study are in line with research conducted by (Yosu Crispinus Hariyono, 2014), (Putri et al., 2022), (Dharma, 2018), (Miftahul Huda et al., 2024) and (Arif, 2023). showing that work motivation has a positive effect on employee performance.

Sixth, the results of hypothesis testing found that work motivation can act as a mediator in the relationship between servant leadership and employee performance, with a significant positive effect. Therefore, the sixth hypothesis (H6) can be accepted, which means that work motivation positively mediates the effect of servant leadership on employee performance.The better the implementation of servant leadership, the higher employee performance through increased work motivation. Previous research (Faizah et al., 2020) and (Hariyono & Andriani, 2020) found that servant leadership has a positive and significant effect on employee performance through work motivation.

Seventh, the results of hypothesis testing found that work motivation can act as a mediator in the relationship between the work environment and employee performance, with a positive and significant influence. Therefore, the seventh hypothesis (H7) can be accepted, which means that work motivation positively mediates the influence of the work environment on employee performance.Better work motivation will influence the work environment, thereby improving employee performance. Previous research (Sudarmanto et al., 2022) and Moulana & Bambang Swasto Sunuharyo Hamidah Nayati Utami, 2015) found that the work environment has a positive and significant impact on employee performance through work motivation.

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CONCLUSION

Based on the results of data analysis through the distribution of questionnaires to civil service employees and the testing of hypotheses that have been conducted, this study has seven hypotheses with the Lopok Community Health Center in Sumbawa Besar Regency as the object. It can be concluded that*Servant Leadership*has a positive and significant effect on Employee Performance, Work Environment has a positive and significant effect on Employee Performance,*Servant Leadership*has a positive and significant effect on Work Motivation, Work Environment has a positive and significant effect on Work Motivation, Work Motivation has a positive and significant effect on Employee Performance,*Servant Leadership*has a positive and significant effect on Employee Performance through Work Motivation, and the work environment has a significant indirect effect on Employee Performance through Work Motivation. This study provides practical implications for the management of the Lopok Health Center. Agencies are advised to improve employee performance by holding regular workshops related to work planning, both daily, weekly, and monthly, so that employees are accustomed to setting work goals before carrying out tasks. In addition, agencies are expected to maximize efforts to provide motivation to employees by conducting a comprehensive evaluation of the reward system, including aspects of wages and appreciation for achieving work targets. The form of reward is not only limited to financial incentives, but can also be in the form of recognition and praise proportional to work achievements so that employees feel appreciated and encouraged to improve their performance. Furthermore, agencies need to identify the work environment in more detail, including the condition of the work space, lighting, ventilation, and the quality of relationships between employees, in order to create a comfortable and conducive work environment. In terms of leadership, leaders are expected to be able to implement a more participatory servant leadership approach by not only focusing on achieving results, but also paying attention to the work process and its impact on the team. Leaders are also expected to build open communication through regular discussions with employees regarding work, obstacles encountered, and needed solutions, thus creating a harmonious and mutually supportive working relationship. This study has several limitations, including: This study faced obstacles in the data collection process because the research location is outside of Yogyakarta, so the researcher had to go directly to the Lopok Community Health Center to distribute and collect questionnaires. In addition, most respondents were over 45 years old and were not yet accustomed to completing questionnaires digitally, so the researcher needed to provide a more detailed

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explanation so that the filling process can run smoothly. Therefore, further research is recommended to use a wider research sample, different research locations, examine other variables such as organizational commitment, work stress and also other variables that are considered to have an impact on employee performance. In addition, it could also use*softwar*eothers such as lisrel,*warpPls*They give masters.

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