

The Effect Of Servant Leadership And Intrinsic Motivation On Affective Commitment And Employee Performance

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Abstract.

This study aims to examine the influence of servant leadership and intrinsic motivation on affective commitment and employee performance. Employing a causal research design with a quantitative approach, data were collected using a saturated sampling method from 90 employees. The data were analyzed using Partial Least Squares (PLS) with the SmartPLS 4 software. The results indicate that servant leadership has no significant effect on affective commitment but has a positive and significant effect on employee performance. Intrinsic motivation positively and significantly affects both affective commitment and employee performance. Furthermore, affective commitment has a significant positive effect on performance. However, affective commitment does not mediate the relationship between servant leadership and employee performance, whereas it does mediate the relationship between intrinsic motivation and performance.

Keywords: Servant Leadership; Intrinsic Motivation; Affective Commitment and Performance.

I. INTRODUCTION

Today's rapid business growth has led to more complex and dynamic competition. The company's dependence on financial resources and technology is no longer the main focus in achieving success, there are other things that can be optimized in achieving success, such as increasing the capacity of organizational capabilities and the potential of its human resources. The commitment of organizational members in achieving good performance is important and needs to be considered by companies in running a business as one aspect of managing individuals in the organization. A good attitude towards organizational goals and wanting to continue to be part of it, an employee can show affective commitment and is an emotional connection between the employee and the leader and the business in the organization. Budhi & Tjahjuali, (2022). In addition, the achievement of good performance can be seen from the effectiveness and efficiency of productivity, this illustrates the inseparable unity between performance and employees, this makes company organizations need to provide performance standards in order to assess and supervise through an evaluation or coaching if there is performance that does not meet standards. Performance is the maximum work achieved by employees as expected by Haekel Awwali et al., (2024). In general, there are many factors that cause problems with affective commitment and employee performance, including servant leadership and employee intrinsic motivation. Servant leadership and intrinsic motivation are two important elements that can influence affective commitment and employee performance. Servant leadership emphasizes the importance of leaders to put the needs of team members first, create a positive work environment, and encourage individual development.

According to Eva et al., (2021) Servant Leadership is a comprehensive leadership method that empowers followers to be their best selves by engaging them in various aspects of life, such as relational, ethical, emotional, and spiritual. Employees in whom high affective commitment to the organization is formed tend to start from the existence of intrinsic motivation in these employees. Something that is a system and cannot be separated from individual experiences that arise in a spontaneous way to provide encouragement to explore new things and without any external influence is intrinsic motivation. Morris et al., (2022). Other scholars have also conducted a number of studies with different findings on the impact of intrinsic motivation and servant leadership on employee performance. These previous studies point to research gaps that still need to be explored further, especially regarding the relationship between intrinsic motivation and servant leadership. A number of studies, such as those conducted by Yuliani et al., (2024) and

Kurnianto & Priyono, (2023) found that servant leadership has a significant influence on employee performance. However, these findings are inconsistent with the results of studies conducted by Agatha & Go, (2022) and Randy, (2022) which actually state that leadership service attitude has no significant effect on performance. Inconsistent results are also found in studies on intrinsic motivation. For example, research conducted by Putri & Yanti, (2025), Hindriari & Rosa, (2025), Ashari et al., (2025) shows that intrinsic motivation has a positive and significant effect on employee performance. In contrast, Emiyanti et al., (2020) and Regiasa, (2023) found that intrinsic motivation has no impact on performance. The difference in results from a number of these studies indicates the potential for other variables that can bridge the relationship. Therefore, this study positions affective commitment as a mediating variable, the hope is that the existence of this variable will be able to strengthen the connection between servant leadership and intrinsic motivation to improve employee performance.

II. LITERATURE REVIEW

The influence between the variables of Servant Leadership and Affective Commitment

Servant leadership according to Aziz et al., (2024:29) is the action of a leader who prioritizes service in leading and developing subordinates through directing efforts to achieve goals and interests from the individual and organizational levels in decision making. Dahleez et al., (2021) that the service orientation and humble attitude of leaders who serve employees so that individuals can develop a sense of ownership, which leads to better conformity with organizational values and thus makes employees more committed to the organization.

The influence between the variables of Servant Leadership and Performance

According to Hai & Van, (2021) Servant leadership style focuses primarily on the development and well-being of employees and coworkers where they are, shared power in leadership decision making, Servant leadership fosters the highest level of dedication to achieving the common goals of the organization, shares power, transforms the needs of others into shared values, and helps team growth. Pakpahan et al., (2021) that servant leaders especially with a focus on employee growth and well-being can influence the improvement of individual performance in the workplace. Care, mentoring and the ability of leaders to influence subordinates as well as employee cooperation with leaders and with other employees are also part of improving performance.

The influence between Intrinsic Motivation and Affective Commitment variables

According to Phukhachee et al., (2019) someone who decides to do a task because of a sense of pride and interest that encourages him from within to carry out activities is said to be an intrinsic motivation. Yundong, (2015) someone who is highly motivated by the pleasure of doing their job will make this individual tend to have a high level of emotional attachment to their organization.

The influence between Intrinsic Motivation and Performance variables

Intrinsic Motivation is something that stems from activities that are solely carried out because of the interest, excitement and enjoyment inherent in these activities and has an impact on individual success in the workplace and organizational success, Swiatczak, (2021). Sari et al., (2024) who suggest that improving organizational performance can be achieved through developing communication skills of leaders, increasing intrinsic motivation factors among employees, and re-evaluating compensation strategies to increase effectiveness and contribution to overall organizational success.

The influence between variables of Affective Commitment and Performance

Affective Commitment is defined as the emotional tendency of employees towards their organization, and according to the individual connects relevance with satisfaction and psychological well-being Santiago & Torner, (2023). Purnomo et al., (2023) which emphasizes the importance of creating a strong emotional bond between workers and organizations in order to form increased work results. Affective commitment can be strengthened through positive interactions between management and employees, the provision of ongoing social support, and the creation of an inclusive work environment. These factors collectively contribute to an increase in employees' emotional attachment to the organization, which in turn results in improved overall work outcomes.

III. METHODS

Research Design

In this study, a quantitative approach was applied using a survey method through a questionnaire. Through the use of primary data sources, namely data collected directly from respondents. The method of data collection is done through distributing questionnaires, which contains instruments for each research variable and is designed to obtain deeper information related to these variables. Each statement in the questionnaire is presented in five answer options, with a rating scale from 1 to 5.

Population and Sample

The population studied in this study are employees who work at PT KPB, especially in the hauling road operation department, with a total of 90 employees. The characteristics of the population or called the sample in this study are all employees of the hauling road operation department of PT KPB with a total of 90 employees. Sampling uses the saturated sampling method or in other terms is a census, which makes all employees of the hauling road operation department of PT KPB the object of research.

Data Analysis Techniques

The method or method of study available and used in this research is Partial Least Square (SmartPLS4). Three stages of structural model analysis in PLS, namely outer model analysis, inner model analysis, and hypothesis testing. Outer model analysis can be assessed based on several indicators, including convergent validity, discriminant validity, AVE, composite reliability, and Cronbach's alpha. In order to provide accurate results through structural models, you can use inner model analysis. Coefficient of determination (R-Square), and Goodness of fit index (F Square).

IV. RESULT AND DISCUSSION

Outer Model Evaluation

Convergent Validity

Based on the table below, it can be seen from the loading factor value of all data and the results are above 0.5, this ensures that the indicators on all variables are valid after the convergent validity test.

Outer Loading (Convergent Validity)				
Variable	Indicator	Outer Loading	Factor Loading	Result
Servant Leadership	KM1	0.894	0,5	Valid
	KM2	0.926	0,5	Valid
	KM3	0.940	0,5	Valid
	KM4	0.884	0,5	Valid
	KM5	0.678	0,5	Valid
Intrinsic Motivation	MI1	0.716	0,5	Valid
	MI2	0.809	0,5	Valid
	MI3	0.842	0,5	Valid
	MI4	0.783	0,5	Valid
	MI5	0.750	0,5	Valid
Affective Commitment	KA1	0.790	0,5	Valid
	KA2	0.700	0,5	Valid
	KA3	0.862	0,5	Valid
	KA4	0.825	0,5	Valid
	KA5	0.749	0,5	Valid
Performance	KA6	0.639	0,5	Valid
	KN1	0.775	0,5	Valid
	KN2	0.786	0,5	Valid
	KN3	0.829	0,5	Valid
	KN4	0.850	0,5	Valid
	KN5	0.785	0,5	Valid

Discriminant Validity

Based on the table below, it shows the fulfillment of the requirements through constructs or variables with the provisions of the value on factor loading in each item of each indicator for the construct is higher than the value on cross loading. In other words, this states the fulfillment of the requirements of discriminant validity.

Cross Loading (Convergent Validity)				
Indicator	Variable			
	Servant Leadership	Intrinsic Motivation	Affective Commitment	Performance
KM1	0.894	0.335	0.311	0.391
KM2	0.926	0.183	0.185	0.269
KM3	0.940	0.207	0.185	0.317
KM4	0.884	0.167	0.143	0.206
KM5	0.678	0.127	0.106	0.219
MI1	0.168	0.716	0.499	0.407
MI2	0.180	0.809	0.474	0.491
MI3	0.219	0.842	0.429	0.547
MI4	0.213	0.783	0.247	0.506
MI5	0.211	0.750	0.279	0.620
KA1	0.260	0.342	0.790	0.519
KA2	0.069	0.235	0.700	0.324
KA3	0.204	0.441	0.862	0.513
KA4	0.141	0.326	0.825	0.461
KA5	0.177	0.493	0.749	0.442
KA6	0.178	0.402	0.639	0.296
KN1	0.163	0.654	0.357	0.775
KN2	0.231	0.520	0.403	0.786
KN3	0.292	0.471	0.537	0.829
KN4	0.257	0.515	0.479	0.850
KN6	0.419	0.496	0.514	0.785

Average Variance Extracted (AVE)

The results in the test in the table below show that the AVE value is valid, namely > 0.5.

Average Variance Extracted (AVE)		
Variable	AVE	Result
Servant Leadership	0.756	Valid
Intrinsic Motivation	0.610	Valid
Affective Commitment	0.585	Valid
Performance	0.649	Valid

Composite Reliability and Cronbach's alpha

Referring to the table below, the fulfillment of applicable recommendations from the data on Cronbach's alpha and composite reliability values on service leadership variables, intrinsic motivation, affective commitment, and employee performance are above 0.7. It is concluded that all constructs have high reliability.

Composite Reliability dan Cronbach's alpha			
Variable	Composite Reliability	Cronbach's Alpha >0,7	Result
Servant Leadership	0.939	0.919	Valid
Intrinsic Motivation	0.886	0.839	Valid
Affective Commitment	0.893	0.856	Valid
Performance	0.902	0.864	Valid

Inner Model Evaluation

Coefficient of determination (R-Square)

Based below, the R Square value for the affective commitment variable is 0.261 and for the performance variable is 0.534.

R-Square	
Variable	R-Square
Affective Commitment	0.261
Performance	0.534

Goodness of Fit Analysis (F-Square)

F-Square value Referring to the table shows the relationship between constructs, there are two weak influences, namely service leadership on affective commitment and performance, two moderate influences, namely intrinsic motivation on affective commitment and affective commitment on performance, and one strong influence, namely the influence of intrinsic motivation on performance.

F-Square		
Variable	Influence Value	Category
Servant Leadership -> Affective Commitment	0.016	Small
Servant Leadership -> Performance	0.045	Small
Intrinsic Motivation -> Affective Commitment	0.280	Medium
Intrinsic Motivation -> Performance	0.351	Strong
Affective Commitment -> Performance	0.142	Medium

Direct Effect

Based on the data attached to the table, conclusions can be given through the statements below:

- 1) H 1 rejected - Servant Leadership → Affective Commitment (P-Value 0.175 > 0.05).
- 2) H 2 accepted - Servant Leadership → Performance (P-Value 0.023 < 0.05).
- 3) H 3 accepted - Intrinsic motivation → Affective Commitment (P-Value 0.000 < 0.05).
- 4) H 4 accepted - Intrinsic motivation → Performance (P-Value 0.000 < 0.05).
- 5) H 5 accepted - Affective commitment → Performance (P-Value 0.002 < 0.05).

Path coefficient					
	Original Sample	Sample Mean (M)	Standar Deviation	T Statistic	P Values
Servant Leadership → Affective Commitment	0.114	0.119	0.084	1.355	0.175
Servant Leadership → Performance	0.151	0.153	0.066	2.266	0.023
Intrinsic Motivation → Affective Commitment	0.470	0.489	0.078	6.063	0.000
Intrinsic Motivation → Performance	0.473	0.473	0.086	5.524	0.000
Affective Commitment → Performance	0.299	0.297	0.096	3.122	0.002

Indirect Effect

Based on the data attached to the table, conclusions can be given through the statements below:

- 1) H 6 rejected - Servant Leadership → Performance → Affective Commitment (P-Value 0.239 > 0.05).
- 2) H 7 accepted - Intrinsic Motivation → Performance → Affective Commitment (P-Value 0.005 < 0.05).

Indirect Effect					
	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
KM → KA → K	0.034	0.035	0.029	1.178	0.239
MI → KA → K	0.140	0.144	0.050	2.788	0.005

- 1) Based on the findings of the analysis test, it is clear that the servant leadership variable does not have a significant direct influence on the affective commitment variable in employees. Although the direction of the relationship is positive, the strength of its influence is not statistically strong enough to be considered significant. This is not the same as the findings made by Muzakki & Asep Herryanto, (2023) and Indah et al., (2025) servant leadership actually has an influence that can be said to be significant on affective commitment in employees.
- 2) Based on the findings of the analysis test, it provides an illustration that the servant leadership variable can provide a direct positive and significant influence on increasing employee performance variables. This proves that the higher the servant leadership attitude applied by superiors, the individual also provides an increase in their work results. These results are in line with the findings of the analysis study from Delvianto, (2024) and Yuanita & Padmanty, (2022) which state that servant leadership has a significant influence on performance. When leaders show servant attitudes such as empathy, creating value for the organization, caring about the needs of subordinates, and empowering individuals, this contributes to improving employee performance.

- 3) Based on the findings of the analysis test, it provides an illustration that the intrinsic motivation variable can have a direct positive and significant influence on increasing the affective commitment variable in employees. This proves that the emergence and increase in intrinsic motivation that exists and is formed from within the employee will ultimately increase the employee's affective commitment to the organization. This finding is similar to the studies conducted by Handayani & Seswandi, (2022) and Kharisma Dewi et al., (2023) who stated in their findings that increasing intrinsic motivation in employees will also have a significant influence on increasing their affective commitment to the organization.
- 4) Based on the findings of the analysis test, it provides a picture that the intrinsic motivation variable can be stated to have a positive direct influence and significance on improving the performance given by employees. This provides a statement that increasing intrinsic motivation that exists and is formed from within a person will also result in a high increase in the person's performance at work or in the organization. These results provide findings that are in line with the studies conducted by Wardana & Anisah, (2023) and Alhaddad et al., (2024) which in their statements state that increasing intrinsic motivation will have a significant influence on improving performance.
- 5) Based on the findings of the analysis test, it provides a picture that the affective commitment variable can be stated to have a direct positive and significant influence or impact on improving employee performance variables. This proves that increasing the affective commitment in employees directly has an effect on improving employee performance in the organization. These results are in line with the research findings of Ariyani & Sugiyanto, (2020) and Prasetyo & Dihan, (2023) which state that there is a significant influence of affective commitment on improving performance.
- 6) Based on the findings of the analysis test, it was shown that there was no mediating influence from the affective commitment variable in increasing the servant leadership variable towards the performance variable in employees. This shows that although theoretically the attitude or style of servant leadership of a superior can influence affective commitment, and affective commitment in turn influences performance, in this study the mediation path was not statistically proven.
- 7) Based on the findings of the analysis test, it shows that the influence of affective commitment can be proven to have a mediating influence between intrinsic motivation variables in improving performance variables. This finding states that intrinsic motivation in employees already reflects an internal drive that makes employees work because they want to achieve, feel happy doing the job because of the challenges in the job itself and provide opportunities for developing abilities and skills.

V. CONCLUSION

Based on the problems identified and arranged in the problem formulation, the conclusions of the findings on research that has been carried out:

- 1) Servant leadership has a positive direct influence unidirectional but insignificant on affective commitment.
- 2) Servant leadership has a positive and significant influence on performance.
- 3) Intrinsic motivation has a positive and significant influence on affective commitment.
- 4) Intrinsic motivation has a positive and significant influence on performance.
- 5) Affective commitment has a positive and significant influence on performance.
- 6) Servant leadership has a unidirectional but insignificant positive influence on performance through the mediation of affective commitment.
- 7) Intrinsic motivation has a significant positive influence on performance through the mediation of affective commitment.

The findings produced in this study are expected to be used and provide benefits for teachers as a reference in developing theories and implementing human resource management practices, especially in understanding the relationship between servant leadership and intrinsic motivation on affective commitment and performance. In addition, the findings in this study can also be a basis for designing subsequent research using a more varied approach or method. This study focuses on the impact of servant leadership attitudes of

leaders and employees' intrinsic motivation on their affective commitment and performance. Future researchers are advised to apply different analytical tools and include other variables, such as mediating or moderating variables, to deepen the understanding of the dynamics of affective commitment and employee performance.

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