

# The Effect of Servant Leadership on Lecturer Performance Through Trust in Leader as A Mediation Variable

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## ABSTRACT

This study aimed to analyze the significant influence of Servant Leadership, Trust In leader on Performance. This research was conducted with a quantitative method through a survey approach of respondents who were permanent lecturers at the Poli Padamara Halmahera Utara through the distribution of online questionnaires (Google form). The data collected was then analyzed using the SMART PLS software. The research findings show that there is an influence of servant leadership on performance and the influence of servant leadership on trust in leaders. The results also showed the influence of trust in leader on performance and the influence of servant leadership on performance through trust in leader as a mediating variable. For further research, it is expected that further analysis of second line leaders is needed so that the results of the analysis are more comprehensive and not solely on top leaders

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## 1. Introduction

At present every tertiary institution in the world is competing to become a quality and advanced tertiary institution from all aspects of tridharma. This also applies in Indonesia. Universities in Indonesia are also competing to improve their performance and strive to be ranked in the top ten ranking by the Ministry of Research, Technology and Ministry of Education and Culture. In 2019 the ratings released by the Ministry of Research and Technology on Higher Education were mostly State College campuses. And of the top ten, not all of them can enter the Top Ten in the World Rankings released by Quacquarelli Symonds World University Rankings (QS WUR). This ranking is assessed from many aspects. There are those who are assessed based on their field of study, those who are assessed based on research performance. The average good research performance in Indonesia is State Universities and most are in Java. The research performance was seen from the aspect of research resources (30%), research management (15%), output / output (50%) and Revenue Generating (5%). com. Of the top 10 tertiary institutions that have been ranked by the Ministry of Education and Culture, there is not a single university in Indonesia that is able to penetrate the top 100 in the world ranking. Higher education institutions in the country are still far behind that universities which are of the same country as Malaysia. There are two tertiary institutions which are ranked 100th in the world, namely Malaya University, ranked 24th, and Malaysian national universities ranked 43th. The average tertiary institutions in the world's top 100 are universities that make research as the main thing in implementing another dharma. This is what makes Universities in this country still have to compete and improve their performance in the field of Research. Publication performance in our country today can be seen in the Table below:

**Table 1.** Scientific Publications in Indonesia

No	Year	Scopus	Google Scholar
1	2019	35.632	273.707
2	2018	63.726	290.836
3	2017	77.497	291.158
4	2016	68.863	236.894
5	2015	62.880	193.090

Source: Sinta (2020)

The data is publication data for the past five years. In 2015, 2016 and 2017 there was an increase and in 2018, 2019 publications in this country experienced a decline. Even though every year there are so many lecturers experiencing promotions from expert assistants to lecturers, and lecturers to head lecturers, and so on, from all levels of functional promotions, research is always requested. This indicates that the issue of lecturer publications coming down is not directly proportional to the promotion of functional lecturers. In North Halmahera at present, there are also several universities that have low research performance, this can be seen from the lecturer publication data and the cited lecturer work in the table below:

**Table 2.** Scientific Publications at Politeknik Perdamiaian Halmahera

No	Year	Scopus	Google Scholar
1	2019	2	18
2	2018	1	9
3	2017	0	10
4	2016	0	15
5	2015	0	5

Source: Sinta (2020)

**Table 3.** Amount of Citation in Lecturer Scientific Publications

No	Year	Number of Activities	Publication of Abdimas Articles
1	2019	47	2
2	2018	42	4
3	2017	18	2
4	2016	13	1
5	2015	8	0

Source: Sinta (2020)

The low number of publications is very inversely proportional to the number of active lecturers of 35 people from the data, so it can be said that the number of lecturers in conducting publications is far from the expectation of universities to compete at the national level. Because at the local level only 18-year-old universities are still far behind that of 12-year-old universities. This happens because the research performance has slowly shifted from the built cluster to the middle cluster. This problem also underlies the writer to look at the performance of this tertiary institution from the research aspect. From some previous studies on performance, the variable that is very helpful for improving performance is the servant leadership variable. This is in line with research conducted by (Purwanto, 2015) about the influence of leadership in improving lecturer performance stating that the exemplary aspect of a leader becomes very important in improving lecturer performance. The same thing was said by (Baktiar in Purwanto, 2015) argued that many factors cause high competitiveness of a tertiary institution and the decisive factor is the Leadership Factor. The research conducted by Hamid said that the Leadership Factor greatly influenced the members' performance (Kelidbari et al., 2016). Greenleaf (1977) states that organizations with certain criteria categorize leadership in several parts, namely matters of ethics, integrity, care, having inspiration, and vision. Parris dan Peachey (2013) conduct systematic literature studies on servant leadership intending to provide answers to questions about how the implementation of leadership.

Yudiatmaja (2013) states that leadership or leadership concerning someone who can influence the behavior of others to achieve a goal. Whereas Burrin, Maffei, and Pieffer (2014) stated that Leadership is about principles. Burrin et al (2014) also state that the fundamental principle of providing an invaluable insight can be used as a conceptual model that can lead leaders to success and can improve the quality of leadership. Therefore according to Covey (1991) who has main thoughts about the conceptual model of a centralized and reality-based leadership (Wakeman 2010) quoted from Janice Poland Tanno (2017). Centralized leadership has five main dimensions, namely: Leadership that directs, Can Take Despair, Strategic, Productivity, and is always Improving itself. Another view that states about leadership that question whether the Pemipin was born or the process that goes through the environment where he is.

The leader is born but most of a leader develops through the development process. Leadership can learn various forms and models as said by Burian et al (2014). The leadership also unites a mix of understood vision and values and provides benefits to the community from an idea that is believed and then implemented into something tangible through others who share the same vision and goals (Burian et al 2014). Burian's view is based on the basic concepts of Covey (1991) and Wakerman (2010). Leaders with good leadership will influence the performance of their staff.

Soedijono (2005) states performance is an achievement of the results of the behavior given by members of an organization. In an organization to carry out the completion of a task and work, members of the organization are required to have a certain level of ability and willingness to carry out tasks (Riva 2008: 309). In an organization, whether the organization is public or private, the purpose of the organization's activities is to have optimal or satisfying performance. From the various expert views described in various works of literature, it can be concluded that the performance of members of the organization is the achievement of the work done by employees who work in institutions/organizations.

From various research results that have been done before, found the research conducted (Harwiki, 2016) about the influence of servant leadership on work motivation and several other variables on organizational performance, it was found that there was a significant effect of servant leadership variables on organizational performance. Research that has the same similarity of variables studied by Herry Lisbijanto et al (2014), the study examined the influence of servant leadership on organizational performance through job satisfaction, it was found that there was no significant effect of servant leadership on employee performance. The two studies are contradictory, which is because the two studies have similar variables but have different results. This is the gap research in this study.

Then research conducted by Goh & Zhen-jie (2014) shows the results that all variables tested in this study have a correlation where  $p < 0.01$  and from the regression analysis show that trust in the leader has a function as a mediator variable. One of the variables tested is the organizational commitment variable on performance mediated by trust in leaders. The results of the study of these variables are reinforced by research conducted by Rashid et al., (2003) about organizational commitment can produce employee performance. Other studies also examined by Chiniara & Bentein (2016) with the title Linking servant leadership to individual Performance: Differentiating the Mediating role of autonomy, competence and relatedness need satisfaction which shows that Servant Leadership influences employee satisfaction and therefore it will improve employee performance. Furthermore, research conducted by Hoch et al (2018) shows that Servant Leadership has a very high correlation in improving performance.

Further studies conducted by Divya & Suganthi (2018) states a strong Leadership Model will be needed for public organizations that are always developing and have the character of being sweet, so the

results of this study also state that servant leadership influences organizational performance through organizational justice. Sharkie (2009). Research conducted shows that this research is that employees who are very vulnerable from employment relationships have encouraged trust is very strong leaders will encourage super-extra employee behavior at work. Research conducted by Hills, (2017) shows that leaders need to improve skills so that there is the trust of employees who will create organizational performance. The same thing was examined by Dirks (2000) which shows that servant leadership will instill trust in followers in the organization and when trust in followers occurs because of servant leadership, employee creativity will increase.

In this study try to see if other variables can be added to a new variable from among the various variables that have been studied previously so that the new variable will become a novelty of this research. The aim and focus of this research are to find out whether servant leadership and trust in leaders have a significant effect on lecturer performance, and whether servant leadership has a significant effect on performance through trust in leaders as a mediating variable.

## 2. Methods

This research used quantitative research assisted with a survey approach. According to Sekaran & Bougie (2016) when viewed from the type of research, this research is Hair causality research (2015). This research identified as a quantitative study based on the philosophy of positivism, which means that phenomena that occurs and the reality can be categorized concretely, observable, and also have a relationship the symptoms have a causal nature. The informant of this study was the permanent lecturer at the Poli PADAMARA represented by the research sample.

The study population was all permanent lecturers as many as 35 permanent lecturers. Because the population was only 35, this study used a saturated sampling technique, where all population members were used as samples (Sugiyono, 2017). The variables used in this study amounted to three variables namely Servant Leadership one form of servant leadership popularized by Greenleaf 1977 in (Tanno, 2017) which has various dimensions. In this study researchers used five main dimensions as outlined by (Ehrhart, 2004): The first; forming relationships with followers by establishing interpersonal bonds, second; empowering leader means the leader accommodates suggestions or proposals from employees for decision making, third, has an ethical attitude, Fourth; Leaders who always keep their promises; Fifth; Leaders have Conceptual Skills and can work from the institution's vision.

Trust In Leader is Trust is a positive expectation or hope that others will not go through words, actions, and policies and act opportunistically (Robbins, 2011). Trust is a positive and relevant hope for other people that can become familiar (closeness) and there is an element of risk (Popescu & Deaconu, 2013). (Robbins, 2011) adding trust in leadership is the main attribute associated with leadership and if trust fades the impact can be serious on the performance of subordinates. The performance of lecturers in this study is a real picture of the performance of lecturers when implementing Tri Dharma in the last semester that has been passed, with the main dimensions Assessment is teaching, research, community service, and supporting academic activities of lecturers (Udiyana, 2019).

The indicators in this study were: The servant leadership variable was measured by 8 indicators which are a combination of indicators created by Barbuto et al., (2006) namely: Action (Altruistic calling), Empathy (Emotional healing), Wise (Wisdom), Finding solutions (Persuasive mapping), Growing (Organizational stewardship), Social Soul (Humility), Visionary (Vision), Serve (Service), Variable trust in the leader in this study, has indicators according to (Bakiev & Buren, 2013) as follows: 1) Integrity. 2) Competence. 3) Consistency. 4) Loyalty, The lecturer's performance variable is measured by four main performance indicators, consisting of learning activities, research and publications, community service, and other supporting activities (Udiyana, 2019). Data collection was carried out through a questionnaire distributed using Google Form (Online) and Data Analysis using Smart Pls Software.

## 3. Result And Discussion

### 1. Hypothesis 1: The Effect of Servant Leadership on Performance

From the description of the variables in this study, the first hypothesis consisted of eight variables. The variables that are described will be discussed by looking at the outer loadings or factor loadings that have been achieved from testing each indicator.

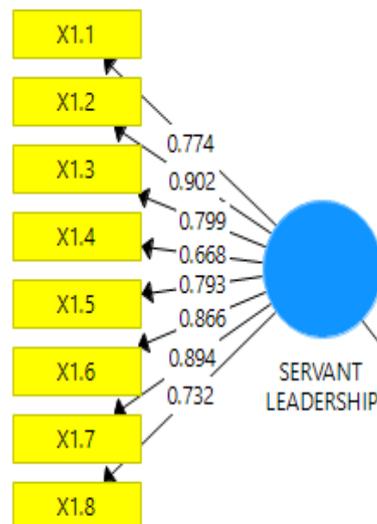


Figure 1. Outer Loadings Servant Leadership

What is interpreted as outer loadings are the value of the relationship between all scores of indicators with variable scores, ie the variable scores of all indicators include 8 indicators. Among them are actions (Altruistic calling), Empathy (Emotional healing), Wise (Wisdom), Looking for solutions (Persuasive mapping), Growing (Organizational stewardship), Social Soul (Humility), Visionary (Vision), Serve (Service). If seen from Figure 1 it can be said that the best indicator of the servant leadership variable is Wisdom whose percentage is at 90.2%, which means the level of correlation is very high.☐

The Hypothesis Testing Results can be seen in the image below:

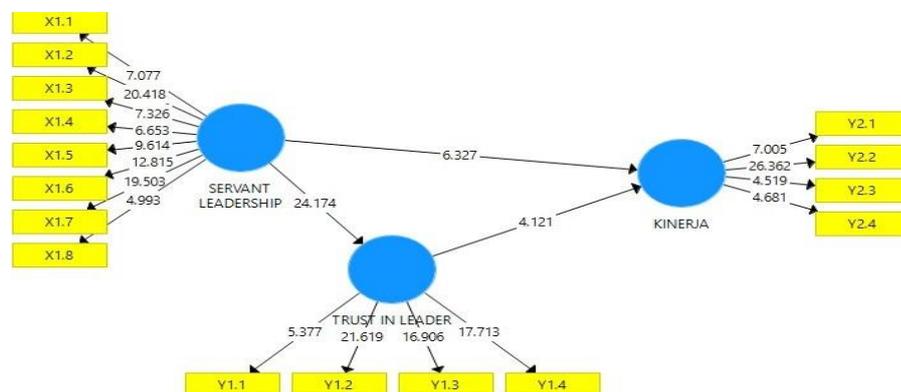


Figure 2. Hypothesis Testing Results

Table 4. Hypothesis Testing Results

	Original Sample	Sample Mean	Standard Deviation☐	T Statistik	P Values
Trust In Leader → Performance	0.399	0.415	0.097	4.121	0.000
Servant Leadership → Performance	0.592	0.577	0.094	6.327	0.000
Servant Leadership → Trust in Leader	0.876	0.883	0.036	24.174	0.000
Servant Leadership → Trust in Leader → Performance	0.350	0.360	0.085	4.108	0.000

From the results of the hypothesis testing, if the statistical t value obtained > 1.96 and P Values < 0.05. if the value is like that, then the research hypothesis is accepted, the results achieved from the influence of Servant Leadership on Performance are at the T value of 6,327 Statistics and P Values 0,000, thus it can be said that the Test of the Significance of Servant Leadership Effect on Hypothesis

Performance is declared acceptable. The Effect of Servant Leadership on Lecturer Performance is the first Hypothesis in this study where this Hypothesis examines the effect of Servant Leadership on lecturer performance. And the results of the study showed that there was a significant influence between Servant Leadership on lecturer performance. Implementation of the Leadership Leadership has been done well it's just that the percentage is still around 79.4%. This figure refers to descriptive statistics calculated from the division of the Mean Servant Leadership Value 31.77 then divided by the Maximum Value of 24. The results of this study are in line with the research conducted (Harwiki, 2016) and also research conducted by (Awan et al., 2012)

**1. Hypothesis 2: The Effect of Servant Leadership on Trust In Leaders**

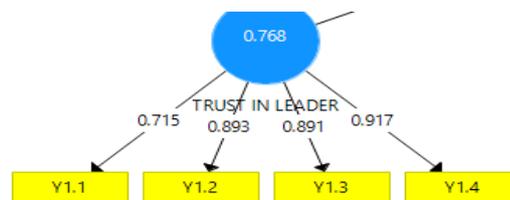


Figure 3. Outer Loading Trust In Leader

The Trust In Leader variable has four indicators including 1) Integrity. 2) Competence. 3) Consistency. 4) Loyalty. Of these four indicators, the highest percentage is in indicator four, which is the loyalty indicator with 91.7% and the indicator that has the lowest percentage is the Integrity indicator, the number is 71, 5%. From these two things, it can be said that the trust in the leader as measured by the loyalty indicator obtains the percentage value is still very high, which means that the leader will survive to continue working in any situation and will not leave his subordinates or employees. The Trust In Leader variable has a Mean value that can be seen from descriptive statistics of 16.11 with a minimum value of 12 and a maximum value of 20 then the results, if distributed from the mean value of 16.11, are distributed to the maximum value then the result is 80.5, this can still be increased by 19.5% so that the achievement is more can be maximized.☐

From testing these two hypotheses, the Statistical T value is 24,174 and P Values is 0,000, this means that the hypothesis of this study is declared acceptable. The influence of Servant Leadership on this Trust In Leader whose hypothesis is stated to be accepted in line with the results of research conducted by Part (2010).

**1. Hypothesis 3. Effect of Trust In Leader on Performance**

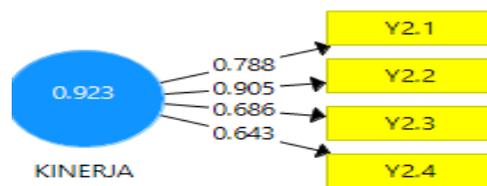


Figure 4. Outer Loading Performance

Performance Variables in this study have four indicators, namely: Teaching and Learning (PBM), Research (PLIT), Community Service (PKM), and Other Supporting Activities (MPA). The test results on the lecturer performance variables show results with a percentage of 90.5% on the Research indicators. If this is referred, then the data displayed should be corrected to the performance data of the field of research in Poli PADAMARA, because the data on the Sprott Research and Technology are somewhat different from those presented with results of research with very high research indicators. And low indicators are in other supporting performance indicators. This is the same as the description of other supporting activities in Padamara because in the last two years Poli Padamara experienced financial difficulties but the employees were still eager to work.

Hypothesis about the influence of trust in the leader on the performance that has been tested to produce the results of the statistical T value of 4.121 and P Values 0.000. This shows that the third hypothesis in this study was accepted. This result also confirms that the percentage of lecturers' trust in Leaders is in line with the activities carried out by lecturers in activities in the field of Performance with

research indicators as explained earlier has a high percentage level. The results of this study are in line with research conducted by (Dirks, 2000) which states that trust in the leader will produce maximum performance by employees.

#### **1. Hypothesis 4; The Effect of Servant Leadership on Performance Mediated by Trust In Leader**

From the results of the Hypothetical test conducted using Smart PLS, it was found that the Statistical T value was still at > 1.97 and P Values was at > 0.05. The fourth Hypothesis T statistic value is at 4,108 and P Values is at 0,000, this means that the fourth Hypothesis is also accepted, although of the four research hypotheses tested in this study, the first hypothesis to the third hypothesis the statistical T value is still greater than this fourth Hypothesis. The results of this hypothesis test prove that the application of Servant Leadership can improve performance if then the leader is used as an intervening variable. The results of this study are in line with research conducted by Goh & Zhen-jie (2014). Although this research examines the effect of Waiter's Leadership on Organizational Commitment with its mediating variables by Trust in leaders, in the context of this study, it can be seen that the commitment of employees in the organization can also certainly improve organizational performance in line with research conducted by Rashid et al., (2003).

#### **4. Conclusion**

This research produced four conclusions as outlined in the results and discussion section. The first part, the hypothesis is accepted, where there is the influence of servant leadership on performance, the second part which is the second hypothesis is also accepted, the second hypothesis is the influence of Servant Leadership on Trust In Leader, the third part, the hypothesis that there is the influence of servant Trust In Leader Towards performance, the hypothesis is accepted, then the fourth part whose hypothesis is the influence of Servant Leadership on Performance through trust in the leader is also declared acceptable. From these four parts, it can be said that Leadership Leadership gives importance to an organization where if an organization that has a leader who has the characteristics of being a servant or servant can be stated that the performance of an organization will be good, as well as trust in the leader into one factor that must be considered by leaders in an organization where trust in leaders will improve lecturer performance. This is in line with previous studies.

This study also has limitations because the sample of this study is still very small and only conducted at one educational institution. In the future, this research can be conducted at educational institutions whose population or sample can be more than 100 people and involve educational institutions that are managed privately or educational institutions managed by the government as well as an analysis of servant leadership to the second line leader so that the analysis is more comprehensive.

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