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ARTICLE

THE EFFECT OF SERVANT LEADERSHIP AND ORGANIZATIONAL CULTURE ON PERFORMANCE THROUGH THE GOVERNMENT WORK ENVIRONMENT AT THE PATUMBAK SUBDISTRICT OFFICE IN DELI SERDANG REGENCY

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Abstract

This study aims to determine the influence of servant leadership and organizational culture on employee performance through the government work environment as an intervening variable at the Patumbak District Office. A quantitative approach with an associative method was used. The sample consisted of 25 respondents from the entire population using a total sampling technique. Data were collected through questionnaires and analyzed using SPSS version 25 with t-test, F-test, coefficient of determination (R^2), and path analysis. The results showed that servant leadership had a positive and significant effect on employee performance, contributing 84%. Organizational culture also significantly influenced performance with a contribution of 85.4%. Furthermore, servant leadership and organizational culture significantly affected the work environment, contributing 85.8% and 89.2%, respectively. The work environment significantly influenced performance, contributing 88.2%. Simultaneous testing showed that servant leadership and organizational culture together had a significant influence on performance at 86.4%. Path analysis results showed that the indirect effects of servant leadership and organizational culture on performance through the work environment were 0.860 and 0.853, respectively. These findings indicate that the work environment mediates the relationship between the two independent variables and performance. The conclusion of this study is that servant leadership, organizational culture, and the work environment are essential interrelated factors in improving employee performance at the sub-district government level.

Keywords: Organizational Culture, Performance, Servant Leadership, Work Environment

A. INTRODUCTION

The Sub-district Office is a government agency at the sub-district level that serves as an extension of the local government in administering, providing public services, and coordinating village or urban village governance. As the head of the sub-district, the sub-district head is responsible for managing regional policies, facilitating development, and maintaining public order and welfare within his/her jurisdiction.

The sustainability of the sub-district office depends on its ability to provide quality services to meet community needs. Improving sub-district office services is crucial, especially in this era of increasing globalization, where demands for quality public services are increasing. The public expects a government that is responsive, effective, and efficient in providing services. Achieving quality service requires strong performance from the office staff. This strong performance is the responsibility of all parties within the sub-district office, including staff, who interact directly with the public.

To achieve high-performance government, various factors must be considered, one of which is servant leadership. This leadership model emphasizes devotion and the interests of subordinates as the top priority, thus increasing the motivation and performance of government employees. The leadership implemented by a sub-district head or structural official within the sub-district plays a significant role in shaping employee behavior and performance. Servant leadership is a relevant leadership model for implementation in the government sector, given its emphasis on service to subordinates and the community.

According to Sendjaya and Sarros (2002 in Sari, 2022), a servant leader prioritizes the needs, aspirations, and interests of others over personal interests. A leader must possess the ability to listen, resolve organizational problems, and positively influence employees for the sake of the company's sustainability. Meanwhile, according to Sapengga (2016 in Sari, 2022), servant leadership is a leadership style based on a sincere desire to serve. Leaders with this style prioritize service, rather than simply pursuing profit or the organization's bottom line.

The various factors above indicate that employee performance in government offices, particularly the Sub-district Office, is not determined by a single aspect, but rather by a combination of several key factors, such as leadership, organizational culture, and the work environment. Servant leadership can create more harmonious working relationships and increase employee motivation in carrying out their duties. Meanwhile, a strong organizational culture will shape positive work values and increase employee loyalty to the agency. Furthermore, a comfortable and supportive work environment will encourage employees to be more productive in carrying out their duties.

However, there are still discrepancies in the results of previous studies regarding the influence of servant leadership and organizational culture on employee performance, indicating the need for further study in the government context, particularly at the Patumbak Sub-district Office. Therefore, this study aims to explore how these factors interact to improve employee performance, thereby providing recommendations for government agencies in creating a more productive and effective work environment.

B. LITERATURE REVIEW

Servant Leadership

The term servant leadership was first coined by Robert K. Greenleaf in his 1970 essay "The Servant as Leader." In the essay, he explained that leaders focus on the growth and well-being of the people or communities in which they operate. Servant leadership is a leadership concept that prioritizes service. A leader with this style first acts as a servant before ultimately leading. The basic principle is that a person who aspires to be a leader must first possess a natural drive to serve. In exercising leadership, a servant leader consciously chooses to prioritize the needs of employees, respects the value and dignity of each individual, and helps them achieve shared goals.

Characteristics of Servant Leadership

The characteristics are as follows (Siahaan, 2024): Listening, Empathy, Healing, Awareness, Persuasion, Conceptualization, Foresight, Stewardship, Commitment to the growth of people, Building community

Servant Leadership Indicators

. Based on this, the indicators of Servant Leadership are as follows (Siahaan, 2024):

1) Love
2) Empowerment
3) Vision

4) Humility
5) Trust

Organizational Culture

Culture is a pattern of life that develops within a community and is passed down from one generation to the next. Culture acts as a glue that fosters a sense of belonging, guides employee behavior, and enables individuals from diverse backgrounds to work together to achieve common goals. Thus, organizational culture helps organizations adapt to environmental changes.

In line with Taliziduhu Draha's opinion (in Sucipto, Rauf, & Prasetyo, 2019), organizations as living entities are the result of a long process in the past, while as products of the organizing process, organizations function as tools or input in achieving goals.

Factors Influencing Organizational Culture: Robbins & Judge (2017) in their book "Organizational Behavior" (Organizational Behavior), state that organizational culture is influenced by various factors that shape the values, norms, and behaviors within an organization. Some of the key factors influencing organizational culture include:
Leadership, Organizational History and Traditions, Technology and Innovation, Industry and Competition, Customers and Stakeholders, Organizational Expectations and Strategy, Information Systems and Performance Measurement, Organizational Procedures and Policies, Reward Systems and Organizational Structure and Resources, Social Norms and Interactions between Employees, and Organizational Values and Philosophy.

Organizational Culture Indicators

According to Sulaksono (2015 in Sucipto, Rauf, & Prasertyo, 2019), the following can be stated:

1) Innovative in Facing Risks,
2) Thoroughness in Completing Work.
3) Results-Oriented,
4) Employee-Oriented,
5) Proactive in Work,
6) Maintaining Work Stability,

Performance

Performance is the work results achieved by an individual in fulfilling their responsibilities. An employee who carries out their functions according to their assigned responsibilities and is successful in both quality and quantity is also referred to as performing. A person's work performance based on mutually agreed-upon quantity and quality is the general definition of performance.

Performance Indicators

According to Robbins (2006 in Silaen, et al. 2021), there are five indicators to measure employee performance, namely: 1) Quality of Work, 2) Quantity of Work, 3) Punctuality, 4) Effectiveness, 5) Commitment.

Work Environment

The work environment, according to Nitisemito (2015), includes everything around workers that can affect their performance in completing tasks, such as cleanliness and music. Ahyari (2015) explains that the work environment is a place where employees work, in which there are various factors that affect their working conditions (in Mayana, 2022).

Work Environment Indicators

According to Nitisemito (2012 in Mayana, 2022), there are several indicators that determine the quality of the work environment, namely:

1) Work Environment:
2) Relationships between Coworkers

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3) Relationships between Subordinates and Leaders
4) Availability of Work Facilities

C. RESEARCH METHODOLOGY

This quantitative study uses a causal associative approach. It aims to determine the effect of servant leadership (X1) and organizational culture (X2) on performance (Y), with the work environment (Z) as an intervening variable at the Patumbak Sub-district Office. The population in this study was all 25 village government officials. Due to the relatively small number, a census technique (total sampling) was used to sample the entire population. Primary data were collected through a closed-ended questionnaire with a Likert scale, while secondary data were obtained from official village government documents, reference books, scientific journals, and other relevant sources.

The analytical model used in this study is path analysis, which aims to measure the direct and indirect effects between the independent variables (servant leadership and organizational culture), the intervening variable (work environment), and the dependent variable (employee performance). Prior to the path analysis, the data were tested for validity and reliability to ensure the accuracy of the research instrument. Furthermore, classical assumption tests, including normality, multicollinearity, and heteroscedasticity, were conducted to meet the requirements for regression analysis. Testing the relationship between variables is carried out through multiple linear regression, t-test for partial testing, F-test for simultaneous testing, and the coefficient of determination (R^2) to determine how much the independent variable contributes to explaining the dependent variable.

D. RESULT AND DISCUSSION

Based on the gender category in the table above, the majority of respondents in this study were female, namely 14 people or 56%, while male respondents numbered 11 people or 44% of the total of 25 employees working at the Patumbak District Office. Referring to the data in the table, the age distribution of respondents in this study shows that most employees are in the age range of 20 to 35 years, with a total of 11 people or the equivalent of 44%. Furthermore, there are 8 respondents (32%) who are in the age group of 36 to 45 years, and the remaining 6 people (24%) are employees aged over 45 years. Based on the education level category as listed in the table above, the majority of respondents have a Bachelor's degree (S1) as many as 12 people or 48%. Furthermore, 6 respondents (24%) were Diploma 3 (D3) graduates, then 4 respondents (16%) had a senior high school education, and the remaining 3 people (12%) had a Masters (S2) education.

Validity Test

Variable	Items	P Value	Information
Servant Leadership (X1)	X1.1	0,000	Valid
	X1.2	0,000	Valid
	X1.3	0,000	Valid
	X1.4	0,000	Valid
	X1.5	0,000	Valid
	X1.6	0,000	Valid
	X1.7	0,000	Valid
	X1.8	0,000	Valid
	X1.9	0,000	Valid
	X1.10	0,000	Valid

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Organizational Culture (X2)	X2.1	0,000	Valid
	X2.2	0,000	Valid
	X2.3	0,000	Valid
	X2.4	0,000	Valid
	X2.5	0,000	Valid
	X2.6	0,000	Valid
	X2.7	0,000	Valid
	X2.8	0,000	Valid
	X2.9	0,000	Valid
	X2.10	0,000	Valid
	X2.11	0,000	Valid
	X2.12	0,000	Valid
Work Environment (Z)	Z.1	0,000	Valid
	Z.2	0,000	Valid
	Z.3	0,000	Valid
	Z.4	0,000	Valid
	Z.5	0,000	Valid
	Z.6	0,000	Valid
	Z.7	0,000	Valid
	Z.8	0,000	Valid
Performance (Y)	Y.1	0,000	Valid
	Y.2	0,000	Valid
	Y.3	0,000	Valid
	Y.4	0,000	Valid
	Y.5	0,000	Valid
	Y.6	0,000	Valid
	Y.7	0,000	Valid
	Y.8	0,000	Valid
	Y.9	0,000	Valid
	Y.10	0,000	Valid

The results of the data validity test using IBM SPSS Statistics 25, obtained that all statement items on the servant leadership variable (X1), starting from X1.1 to X1.10; organizational culture variable (X2) starting from X2.1 to X2.12; employee performance variable (Y) starting from Y.1 to Y.10 and on the work environment variable (Z) from Z.1 to Z.8 showed a p-value of 0.000. Because these values are smaller than the significance limit of 0.05, all statements on all variables in the study are declared valid. This indicates that each question item has met the eligibility requirements as a measuring tool in this study.

Reliability Test

Table 1. Results of Data Reliability Test for Variable X1

Reliability Statistics	
Cronbach's Alpha	N of Items
.981	10

Source: IBM SPSS Statistics 25 data processing results

Based on the results of the reliability test on the servant leadership variable (X1), a Cronbach's Alpha value of 0.981 was obtained with a total of 10 items. This value is far above the minimum limit of 0.60, which means that all statement items in this variable are classified as very reliable and consistent as measuring tools in research.

Table 2. Results of the Reliability Test of Variable X2 Data

Reliability Statistics	
Cronbach's Alpha	N of Items
.981	12

Source: IBM SPSS Statistics 25 data processing results

The reliability test for the organizational culture variable (X2) yielded a Cronbach's Alpha value of 0.981 for a total of 12 items. This value indicates that the instrument used has a very high level of internal consistency, exceeding the minimum standard of 0.60. Therefore, all items in this variable are suitable for use in research.

Table 3. Results of the Reliability Test of Variable Z Data

Reliability Statistics	
Cronbach's Alpha	N of Items
.964	8

Source: IBM SPSS Statistics 25 data processing results

Based on the data processing results, the Cronbach's Alpha value for the work environment variable (Z) was recorded at 0.964, with a total of 8 statement items. This value indicates that the instrument has very high reliability, as it exceeds the established threshold value of 0.60. Therefore, all questions on this variable can be declared consistent and reliable.

Table 4. Results of the Reliability Test of Variable Y Data

Reliability Statistics	
Cronbach's Alpha	N of Items
.979	10

Source: IBM SPSS Statistics 25 data processing results

A reliability test conducted on the employee performance variable (Y) showed a Cronbach's Alpha value of 0.979 for a total of 10 items. This value indicates that all items in the variable have a very good level of consistency, exceeding the minimum threshold of 0.60. Therefore, this instrument is considered reliable and can be used consistently in research.

Classical Assumption Test / Normality Test

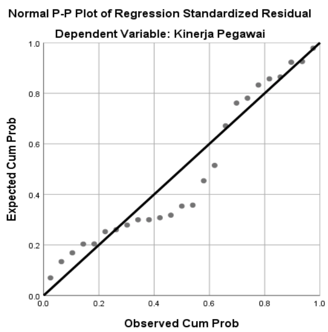

Figure 1. Normality Test Normal Probability-Plot
Source: IBM SPSS Statistics 25 data processing results

Figure 4.2 shows that the data points are spread along the diagonal line in the Normal Probability Plot graph. This indicates that the data distribution approaches a normal distribution pattern. It is concluded that the data in this study meets the assumption of normality. For more definitive results, the researcher conducted a One-Sample Kolmogorov-Smirnov test.

Table 5. KS Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		25
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	2.87959978
Most Extreme Differences	Absolute	.212
	Positive	.212
	Negative	-.096
Test Statistic		.212
Asymp. Sig. (2-tailed)		.050[c]
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		

Source: IBM SPSS Statistics 25 data processing results

Based on the results of the normality test using the One-Sample Kolmogorov-Smirnov Test, the Asymp. Sig. (2-tailed) value was obtained at 0.050. Because this value is right at the significance threshold (0.05), the residual data can be said to be close to a normal distribution. Thus, the normality assumption in this regression model is still acceptable.

Multicollinearity Test

Table 6. Multicollinearity Test Results

Coefficients[a]								
		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
Model		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	37.578	23.917		1.571	.131		
	Servant Leadership	.274	.316	.325	.867	.396	.239	4.176
	Organizational Culture	.166	.274	.189	.606	.551	.345	2.898
	Work Environment	.106	.322	.082	.329	.745	.543	1.841
a. Dependent Variable: Employee Performance								

Source: IBM SPSS Statistics 25 data processing results

The results of the multicollinearity test show that all independent variables in this study have a tolerance value above 0.10 and a VIF value below 10. The tolerance value for the Servant Leadership variable is 0.239 with a VIF of 4.176; the Organizational Culture variable has a tolerance of 0.345 and a VIF of 2.898; while the Work Environment variable has a tolerance value of 0.543 with a VIF of 1.841. Based on these values, it can be concluded that there is no multicollinearity between the independent variables in this regression model.

Heteroscedasticity Test

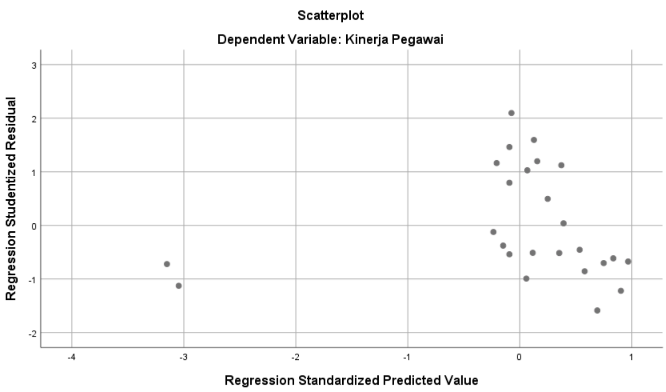

Figure 2. Scatterplot Heteroscedasticity Test Results
Source: IBM SPSS Statistics 25 Data Processing Results

The scatterplot image of the heteroscedasticity test results for the dependent variable Employee Performance shows that the residual points are spread out in a way that does not form a specific pattern, either a line, curve, or systematic cluster. The distribution of points also appears to be randomly spread around the horizontal axis (the regression prediction value), although somewhat concentrated in a certain range.

Autocorrelation Test

Table 7. Autocorrelation Test Results

Model Summary[b]					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.951[a]	.904	.890	3.07842	1.852
a. Predictors: (Constant), Work Environment, Servant Leadership, Organizational Culture					
b. Dependent Variable: Employee Performance					

Source: IBM SPSS Statistics 25 data processing results

Thus, the Durbin Watson value is obtained as follows:

Table 8. Test for No Autocorrelation

n	d	dL	dU	4-dL	4-dU
25	1,852	1,122	1,654	2,878	2,346

Source: Researcher Data Processing Results, 2025

Information:

n: Number of samples
d: Durbin Watson
dL: Lower limit of Durbin Watson
dU: Upper limit of Durbin Watson

Based on the analysis results in the test table there is no autocorrection above, it was found that the Durbin Waston value (d) is 1.852, if conditioned with the existing provisions then the d value meets the requirements in condition number 2, namely dU < d < (d-dU) or in other words 1.654 < 1.852 < 2.346, meaning that there is no autocorrelation in this study. This shows that the residuals between observations are not correlated with each other, so the model is suitable for use in further analysis.

Partial Test Hypothesis (T-Test)

The t table can be obtained through calculations using the following formula:

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$$t_{table} = \frac{a}{2}; (n - k - 1)$$
$$= \frac{0{,}05}{2}; (25 - 4 - 1)$$
$$= 0{,}025 ; 20$$

This formula is used as the basis for determining the t-distribution value at a specific significance level. Based on this calculation, the t-table value at the 0.025 level with 20 degrees of freedom (df) is 2.085. This t-table value is then used to compare it with the calculated t-value in the partial test analysis.

Table 9. Results of the T-Test of Variable X1 against Y

Coefficients[a]						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.608	3.694		.435	.667
	Servant Leadership	.982	.087	.920	11.284	.000
a. Dependent Variable: Employee Performance						

Source: IBM SPSS Statistics 25 data processing results

Based on the partial test results shown in the table, the Servant Leadership variable has a t-value of 11.284 with a significance value (Sig.) of 0.000. This significance value is much smaller than the significance limit of 0.05, and the t-value is much larger than the t-table of 2.085. Thus, it can be concluded that H1 in this study is accepted, namely that Servant Leadership (X1) has a significant effect on Employee Performance (Y).

Table 10. Results of the T-Test of Variable X2 against Y

Coefficients[a]						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.941	3.395		.866	.395
	Organizational culture	.820	.069	.927	11.896	.000
a. Dependent Variable: Employee Performance						

Source: IBM SPSS Statistics 25 data processing results

Based on the output above, the Organizational Culture variable has a t-value of 11.896 and a significance value (Sig.) of 0.000. Because the significance value is far below 0.05 and the t-value is greater than the t-table of 2.085, it can be concluded that H2 in the study is accepted, namely Organizational Culture (X2) has a significant effect on Employee Performance (Y).

Table 11. Results of the T-Test of Variable X1 against Z

Coefficients[a]						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.710	2.522		1.074	.294

	Servant Leadership	.717	.059	.929	12.065	.000
a. Dependent Variable: Work environment						

Source: IBM SPSS Statistics 25 data processing results

Based on the results above, the Servant Leadership variable has a t-value of 12.065 and a significance value (Sig.) of 0.000. Because the significance value is much smaller than 0.05 and the t-value is greater than the t-table of 2.085, it can be concluded that H3 in this study is accepted, namely that Servant Leadership (X1) has a significant effect on the Work Environment (Z).

Table 12. Results of the T-Test of Variable X2 against Z

Coefficients[a]						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	3.360	2.109		1.593	.125
	Organizational culture	.605	.043	.947	14.136	.000
a. Dependent Variable: Work environment						

Source: IBM SPSS Statistics 25 data processing results

Based on the output above, the t-count value for the Organizational Culture variable is 14.136, with a significance value (Sig.) of 0.000. Because the significance value is smaller than 0.05 and the t-count value is greater than the t-table of 2.085, it can be concluded that H4 in this study is accepted, namely Organizational Culture (X2) has a significant effect on the Work Environment (Z).

Table 13. Results of the T-Test of Variable Z against Y

Coefficients[a]						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	.093	3.224		.029	.977
	Work environment	1.302	.097	.942	13.402	.000
a. Dependent Variable: Employee Performance						

Source: IBM SPSS Statistics 25 data processing results

From the output above, the t-count value for the Work Environment variable is 13.402, with a significance value (Sig.) of 0.000. Because the significance value is far below 0.05 and the t-count is greater than the t-table of 2.085, it can be concluded that H5 in this study is accepted, namely that the Work Environment (Z) has a significant effect on Employee Performance (Y).

Simultaneous Test (F Test)

Table 14. Results of the F Test of Variables X1 and X2 against Y

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1812.881	2	906.440	77.510	.000[b]
	Residual	257.279	22	11.695		
	Total	2070.160	24			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Organizational Culture, Servant Leadership

Source: IBM SPSS Statistics 25 data processing results

Based on the results of the ANOVA test, the F count value was obtained at 77.510 with a significance value (Sig.) of 0.000. This significance value is much smaller than 0.05, and the F count value is greater than the F table of 3.07. Thus, it can be concluded that the variables Servant Leadership (X1) and Organizational Culture (X2) simultaneously have a significant effect on Employee Performance (Y). These results indicate that H6 in this study is accepted.

Table 15. Results of the F Test of Variables X1 and X2 against Y through Z

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1871.150	3	623.717	65.816	.000[b]
	Residual	199.010	21	9.477		
	Total	2070.160	24			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Work Environment, Servant Leadership, Organizational Culture

Source: IBM SPSS Statistics 25 data processing results

From the ANOVA output above, the F count value is 65.816 with a significance value (Sig.) of 0.000. Because the significance value is much smaller than 0.05 and the F count (65.816) is much larger than the F table of 3, it can be concluded that all independent variables simultaneously have a significant effect on the dependent variable. Thus, the variables Servant Leadership (X1), Organizational Culture (X2), and Work Environment (Z) together have a significant effect on Employee Performance (Y).

Coefficient of Determination Test (R2)

In this test, the assessment reference refers to Chin's opinion (1998 in Melati, et al., 2024), where an R^2 value > 0.67 is categorized as strong, a value between $0.33 < R^2 \leq 0.67$ is considered moderate, and a value of $0.19 < R^2 \leq 0.33$ is included in the weak category.

Table 16. Results of the Determination Coefficient Test

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.951[a]	.904	.890	3.07842

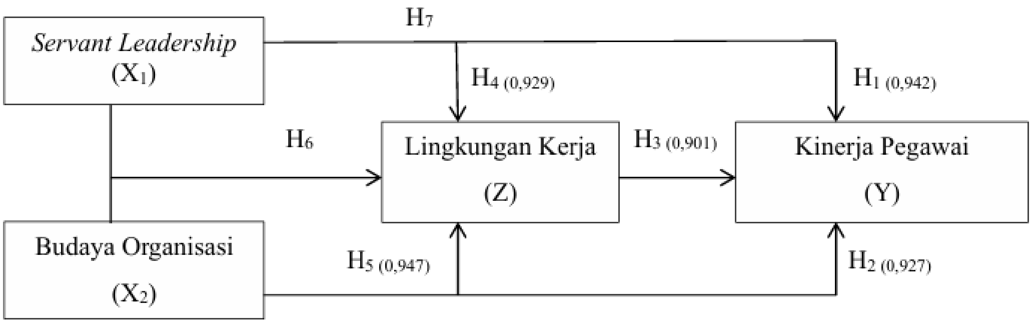
a. Predictors: (Constant), Work Environment, Servant Leadership, Organizational Culture

Source: IBM SPSS Statistics 25 data processing results

The test results obtained an R Square value of 0.904, meaning that 90.4% of the variation in Employee Performance can be explained simultaneously by three independent variables: Servant Leadership, Organizational Culture, and Work Environment. Meanwhile, the remaining 9.6% is explained by other factors outside the model that were not examined in this study.

Path Analysis

Figure 3. Path Analysis



The Influence of Servant Leadership (X1) on Employee Performance (Y) through the Work Environment (Z)

Based on the path analysis diagram, it can be concluded that the direct effect of the Servant Leadership variable (X1) on Employee Performance (Y) is 0.920. Meanwhile, the indirect effect occurs through the Work Environment variable (Z), namely: 0.929 (X1 → Z) × 0.901 (Z → Y) = 0.837. Thus, the total effect of X1 on Y through Z is: 0.920 + 0.837 = 1.757.

Based on these results, it appears that the direct effect of the Servant Leadership variable on Employee Performance is greater than the indirect effect through the Work Environment variable. However, the indirect contribution is also very strong and significant in strengthening this relationship.

The Influence of Organizational Culture (X2) on Employee Performance (Y) through the Work Environment (Z)

The results show that the direct effect of Organizational Culture (X2) on Employee Performance (Y) is 0.820. Meanwhile, the indirect effect through the Work Environment (Z) is calculated as follows: 0.947 (X2 → Z) × 0.901 (Z → Y) = 0.853. Therefore, the total effect of X2 on Y through Z is: 0.820 + 0.853 = 1.673.

Based on these calculations, it can be concluded that the indirect effect of Organizational Culture through the Work Environment is slightly greater than its direct effect on Employee Performance, thus making the Work Environment a strong mediating variable in the relationship between Organizational Culture and Employee Performance.

Discussion

Based on the research results, H1 was accepted, meaning that the Servant Leadership variable (X1) has a positive and significant effect on Employee Performance (Y) at the Patumbak Sub-district Office. This finding aligns with research by I Putu Adi Surya and Putu Herny Susanti (2021), which states that servant leadership significantly influences employee performance. This suggests that leaders who implement compassion, trust, empowerment, vision, and humility are able to create a supportive work environment and encourage improved performance. The moral and emotional support provided by leaders creates a sense of comfort and appreciation, thus motivating employees to carry out their duties with high quality and responsibility.

Furthermore, the research results also indicate that H2 is accepted, indicating that Organizational Culture (X2) has a positive and significant effect on Employee Performance (Y). These results support research by Andi Jusdiana Ahmad et al. (2022) and Rena Kurnia (2021), which states that a good organizational culture encourages improved performance. A work culture that is innovative, meticulous, results-oriented, and concerned with employee welfare creates a stable and productive environment. Values such as being proactive and maintaining job stability also have a positive influence on employee enthusiasm and loyalty towards their duties.

The test results for H3 also show that the Work Environment (Z) has a positive and significant effect on Employee Performance (Y). This is consistent with research by Irkham Syahroni (2019) and Andi Jusdiana Ahmad, et al. (2022) which found that the work atmosphere, good relationships between colleagues and superiors, and the availability of work facilities have important contributions in increasing employee productivity and work effectiveness. For H4, it was found that Servant Leadership (X1) also has a positive and significant effect on the Work Environment (Z). This indicates that a humanistic and empowering leadership style can create a harmonious, trusting, and collaborative work environment. Leaders who have a strong vision and trust in their subordinates will create a more comfortable and conducive work climate.

In the H5 test results, the results of the study indicate that Organizational Culture (X2) has a positive and significant effect on the Work Environment (Z). This proves that organizational values that emphasize innovation, proactivity, and work-life balance can create a supportive and comfortable work atmosphere. A healthy work culture is an important foundation in creating an environment that increases motivation and work effectiveness. H6 in this study was also accepted, namely there is a simultaneous influence between Servant Leadership (X1) and Organizational Culture (X2) on Employee Performance (Y). When these two variables are combined, they form a strong foundation of leadership and work culture in driving performance. This is in line with research by Rena Kurnia (2021) and Imas Fauzyah & Dina Afriani Sirait (2023) which also found that servant leadership and organizational culture together have a significant influence on employee performance.

Finally, H7, which tested the simultaneous influence of Servant Leadership (X1) and Organizational Culture (X2) on Employee Performance (Y) through the Work Environment (Z) as an intervening variable, was also accepted. This result reinforces the finding that the work environment is an important pathway in mediating the influence of X1 and X2 on Y. A good work environment has been shown to strengthen the positive influence of leadership and organizational culture on performance improvement. This aligns with the path analysis concept according to Sugiyono (2019), which states that indirect influence through intervening variables can clarify the relationship between variables.

Overall, the results of this study are largely consistent with previous research, such as that conducted by I Putu Adi Surya (2021), Rena Kurnia (2021), and Andi Jusdiana Ahmad (2022). However, it differs from the findings of Irkham Syahroni (2019) and Putri Anugrah et al. (2024), which showed that servant leadership does not always have a significant effect on employee performance. This difference may be due to different organizational characteristics and work cultures. Thus, this study confirms that in the context of sub-district level government such as the Patumbak Sub-district Office, servant leadership style, good organizational culture, and a conducive work environment are the main factors in improving employee performance.

E. CONCLUSION

Based on the research results, the following conclusions were drawn:

The T-test for the Servant Leadership (X1) variable on Employee Performance (Y) yielded a calculated t-value of 11.284 > t-table value of 2.085, with a significance value of 0.000 < 0.05. Therefore, it can be concluded that servant leadership significantly influences employee performance. The coefficient of determination test results showed an adjusted R^2 value of 0.840, indicating that the servant leadership variable contributed 84% to improving employee performance at the Patumbak District Office. Therefore, H1 was accepted in this study.

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The T-test for the Organizational Culture (X2) variable on Employee Performance (Y) yielded a calculated t-value of 11.896 > t-table value of 2.085, with a significance value of 0.000 < 0.05. Therefore, it can be concluded that organizational culture significantly influences employee performance. The Adjusted R^2 value of 0.854 indicates that organizational culture contributes 85.4% to employee performance at the Patumbak Sub-district Office, so H2 in this study is accepted.

Based on the T-test results for the Servant Leadership (X1) variable on the Work Environment (Z), the calculated t-value was 12.065 > t-table 2.085, with a significance value of 0.000 < 0.05. Therefore, it can be concluded that servant leadership has a significant effect on the work environment. The Adjusted R^2 value of 0.858 indicates that the servant leadership variable contributes 85.8% to the work environment at the Patumbak District Office, thus H3 in this study is accepted.

Based on the T-test results for the Organizational Culture (X2) variable on the Work Environment (Z), the calculated t-value was 14.136 > t-table 2.085, with a significance value of 0.000 < 0.05. Therefore, it can be concluded that organizational culture has a significant effect on the work environment. The Adjusted R^2 value was 0.892, meaning that 89.2% of the work environment is influenced by organizational culture at the Patumbak District Office, thus H4 in this study is accepted.

Based on the T-test results for the Work Environment (Z) variable on Employee Performance (Y), the calculated t-value was 13.402 > t-table value of 2.085, with a significance value of 0.000 < 0.05. Therefore, it can be concluded that the work environment significantly influences employee performance. The Adjusted R^2 value was 0.882, indicating that the work environment contributed 88.2% to employee performance at the Patumbak District Office, thus accepting H5 in this study.

Based on the F-test results for the Servant Leadership (X1) and Organizational Culture (X2) variables on Employee Performance (Y), the calculated F-value was 77.510 > F-table value of 3.07, with a significance value of 0.000 < 0.05. Therefore, it can be concluded that servant leadership and organizational culture simultaneously significantly influence employee performance. The Adjusted R^2 value was 0.864, indicating that the simultaneous influence contributed 86.4%, thus accepting H6 in this study.

Based on the results of the F test of the variables Servant Leadership (X1), Organizational Culture (X2), and Work Environment (Z) on Employee Performance (Y), the calculated F value was 65.816 > F-table 3.07 and a significance value of 0.000 < 0.05. So it can be concluded that these variables simultaneously have a significant effect on employee performance. The Adjusted R^2 value of 0.890 indicates a contribution of 89% to employee performance, so H7 in this study is accepted.

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