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Factors Determining the Performance of Employees at the Directorate of Islamic Education

Abstract. The success of the organization in achieving its goals depends on the effectiveness of employees. Because the results of the organization are correlated with the work of its employees. Therefore, it is important to timely assess the factors that affect employee performance. This study aims to analyze the influence of servant leadership, organizational culture, organizational commitment on employee performance at the Directorate of Islamic Education in Indonesia. The research sample in this study is the 180 employees of the Directorate General of Islamic Education of the Indonesian Ministry of Religious Affairs. Data was collected by spreading the survey with a 5-point Likert scale. For each variable in this study, the indicators used and substantiated in previous studies were taken. The data analysis method used in this study is exploratory factor analysis and Structural Equation Modeling (SEM) using Amos version 24. This study shows that servant leadership has a significant effect on employee performance. There is also a direct positive influence of servant leadership on organizational commitment. In addition, there is a positive influence of organizational culture on organizational commitment and employee performance. In turn, organizational commitment has a significant effect on employee performance.

Keywords: servant leadership, organizational culture, organizational commitment, employee performance, government agencies in Indonesia.

Suggested Citation

Hidayati, S. N., Susita, D., Suhud, U. (2022). Factors Determining the Performance of Employees at the Directorate of Islamic Education. *Oblik i finansi, 1(95)*, 128-134. [https://doi.org/10.33146/2307-9878-2022-1\(95\)-128-134](https://doi.org/10.33146/2307-9878-2022-1(95)-128-134)

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Фактори, що визначають ефективність роботи співробітників Управління ісламської освіти

Анотація. Успіх організації в досягненні поставлених нею цілей залежить від ефективності роботи усіх працівників. Адже результати діяльності організації співвідносяться з роботою її окремих співробітників. Тому важливо вчасно виявити та оцінити фактори, що впливають на результативність співробітників. Метою цього дослідження є аналіз впливу лідерства слуг, організаційної культури, організаційної відданості на результативність співробітників Управління ісламської освіти в Індонезії. Лідерство слуг – це філософія лідерства, в якій метою лідера є служити. Це відрізняється від традиційного керівництва, де головною увагою лідера є процвітання його компанії чи організації. Об'єктом цього дослідження є 180 співробітників Генерального директорату ісламської освіти Міністерства у справах релігій Індонезії. Дані були зібрані шляхом поширення анкети за 5-бальною шкалою Лайкерта. Для кожної змінної в цьому дослідженні були взяті індикатори, використані та обґрунтовані в попередніх дослідженнях. Метод аналізу даних, використаний у цьому дослідженні, – це факторний аналіз та моделювання структурних рівнянь (SEM) з використанням програмного забезпечення Amos версії 24. Це дослідження показує, що лідерство слуг має значний вплив на продуктивність співробітників. Існує також прямий позитивний вплив лідерства слуг на організаційну відданість. Крім того, існує позитивний вплив організаційної культури на організаційну відданість і результативність співробітників. У свою чергу, організаційна відданість суттєво впливає на результативність співробітників.

Ключові слова: лідерство службовців, організаційна культура, організаційна відданість, результативність співробітників, державні установи в Індонезії.

INTRODUCTION

The government bureaucracy is the engine of development and public services. However, it is not optimal, such as the mindset of bureaucrats and the commitment of leaders (Rosyadi et al., 2021). According to Sedarmayanti (2011), bureaucrats' mindset is mostly placed as rulers, not public servants, so changes are difficult to make to improve public services.

In 2018, the Global Competitiveness Report 2017-2018 released by the World Economic Forum puts corruption and inefficient government bureaucracy (Seno, 2020). This fact shows that the Ministry of Religion's performance on the target of strategy for increasing the quality of religious and religious education, has not reached the expected target (Kementrian Agama, 2019).

The organization's success in carrying out its duties and realizing the vision through the mission is influenced by performance. This is because an agency's performance is in a straight line with the performance of its employees. Therefore, the performance of employees today can be influenced by several factors, including servant leadership (Kamanjaya et al., 2017), organizational culture (Wahyuni, 2014) and organizational commitment (Harwika, 2016).

The leadership needed by public service institutions today is servant leadership because it is under the vision and mission of the organization, namely as a public servant

(Mulyadi, 2015). Many studies have shown that the main value of servant leadership can increase subordinate organizational commitment.

Organizational commitment is the attitude and behaviour of identifying employees as components that play a role in the process of activities of the organization and having a sense of loyalty to the organization to go and achieve the direction and goals of the organization (Wibowo, 2014). Furthermore, organizational culture is one of the important things in the organization so that organizational goals can be achieved effectively. The organizational culture at the Ministry of Religion is implemented through five values, namely integrity, professionalism, innovation, responsibility and example (Hasmia, 2019). However, its application is less than optimal, such as the lack of empowerment for employees in building their main perception in carrying out their duties and functions at work.

LITERATURE REVIEW

According to Liden et al. (2015), servant leadership prioritizing employees is the basic or important characteristic of servant leadership. That means using actions and words with employees that clearly show that their problems are a priority, including placing the interests and success of followers over those of the

leader. Based on research conducted by Setiawan et al. (2015) found a significant positive influence of servant leadership on the performance of Civil Servants at the Bekasi City Government. In line with research conducted by Tak Jie et al. (2021), servant leadership has a positive and significant relationship with the performance of supporting employees at a private Malaysian university.

With the application of the servant leadership model, an organization will be able to run healthier, where the servant culture embedded in every individual will increase organizational commitment to the institution (Greasley & Bocârnea, 2014). Servant leadership can create a positive organizational context and culture that encourages organizational commitment. Servant leadership development programs develop managers to show personal consideration to their employees, keep them well informed about development opportunities, build fair and open relationships with them, empower them, show empathy for them, and give employees credit for their achievements (Howladar & Rahman, 2021).

According to Zamani, Fateme et al. (2012), culture facilitates the emergence of commitment to something broader than one's self-interest. Therefore, a positive cultural environment will be expected to affect an employee's commitment. Setyaningrum (2017) shows that organizational culture has a significant relationship with organizational commitment.

Organizational culture is a pattern of basic assumptions created, discovered, or developed by a particular group. This group learns to deal with external

adaptation and internal integration problems that have worked well enough to be considered valuable. Therefore, new employees are taught how to properly understand the problem and respond to it (Emita & Sukrisno Sugeng, 2021). Thus, the research of many scientist showed that organizational culture had a positive and significant effect on employee performance.

According to research by Pakpahan et al. (2021), organizational commitment has a positive and significant effect on employee performance. When the organizational commitment mediates servant leadership, the results show a positive and significant effect on employee performance. Then research Siswatiningsih (2018) showed that organizational commitment positively and significantly affected employee performance.

RESEARCH METHODOLOGY

Based on the analysis of previous studies, the hypothesis of this study is formed as follows:

H₁ = Servant leadership has a significant effect on employee performance.

H₂ = Servant leadership has a positive influence on organizational commitment.

H₃ = Organizational culture has a significant effect on organizational commitment.

H₄ = Organizational culture has a significant effect on employee performance.

H₅ = Organizational commitment has a significant effect on employee performance.

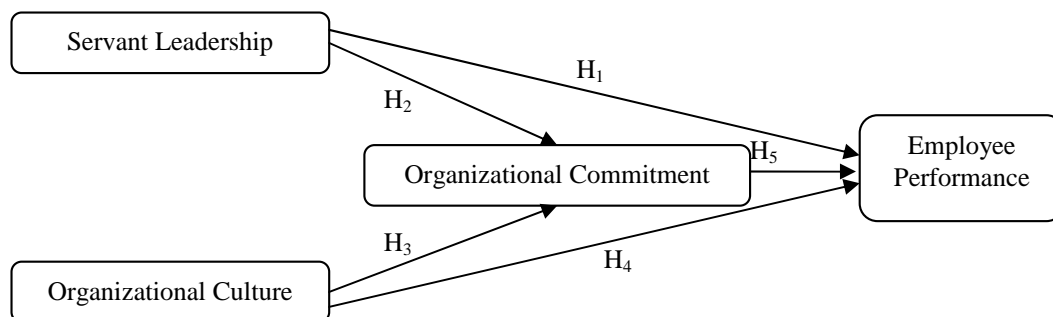


Figure 1. Research conceptual framework

Source: Author's Research Model.

The research sample in this study is the 180 employees of the Directorate General of Islamic Education of the Indonesian Ministry of Religious Affairs.

On the employee performance variable, there are 4 indicators based on the theory from Otoo & Mishra (2018). On the servant leadership variable, there are 7 indicators based on theory Liden et al. (2015). On the organizational culture variable, there are 4 indicators based on theory Chang & Lee (2007). Finally, on the organizational commitment variable there are 3 indicators

based on the theory of Allen & J. Meyer (1990). The research data was analyzed by SEM analysis through the help of the AMOS (Analysis of Moment Structures) software application program.

RESULTS AND DISCUSSION

At the measurement model test stage, the data will be seen in the validity test (internal validity), which includes: 1) convergent validity and average variance extracted (AVE); 2) reliability test with construct reliability, and 3) discriminant validity test.

Measurement model research

Variable	Indicator	Standardized Loading Factor	AVE	CR	$\sqrt{\text{AVE}}$	Result
Servant Leadership	SL1	0,861	0,782	0,956	0,884	Valid and Reliable
	SL2	0,882				
	SL3	0,858				
	SL4	0,882				
	SL5	0,883				
	SL6	0,879				
	SL7	0,847				
Organizational Culture	BO1	0,909	0,778	0,937	0,882	Valid and Reliable
	BO2	0,891				
	BO3	0,890				
	BO4	0,862				
Organizational Commitment	KO1	0,890	0,789	0,918	0,888	Valid and Reliable
	KO2	0,872				
	KO3	0,904				
Employee Performance	KP1	0,939	0,778	0,913	0,882	Valid and Reliable
	KP2	0,809				
	KP3	0,893				

Table 1 shows that all indicators of each variable are valid and reliable because the Standardized Loading Factor value > 0.5 , the AVE value of all variables 0.5, and the CR value of all variables 0.7. Furthermore, the reflective indicators forming latent constructs in this study will also be tested for discriminant validity. One way to see discriminant validity is to compare the correlation between variables with the square root of variance extracted (the value of the square root of AVE), which can be seen in Table 2 as follows:

Table 2

Discriminant validity

	Servant Leadership	Organizational Culture	Organizational Commitment	Employee Performance
Servant Leadership	0,884			
Organizational Culture	0,556	0,882		
Organizational Commitment	0,478	0,590	0,888	
Employee Performance	-0,034	-0,009	0,440	0,882

Based on Table 2, it can be concluded that overall the latent construct in this study is quite good and is able to capture the phenomenon being measured. This is evidenced by the values listed in Table 2, showing that each latent construct or variable has good discriminant validity because all correlation values between constructs (colourless columns) are lower in value than the square root value of the AVE of each construct -latent variable (yellow column and is in the diagonal of the table). Then, hypothesis testing was carried out using a t-value at a significance level of 0.05. The test criteria: if the t-value or critical ratio (CR) is 1.96, then the hypothesis is accepted.

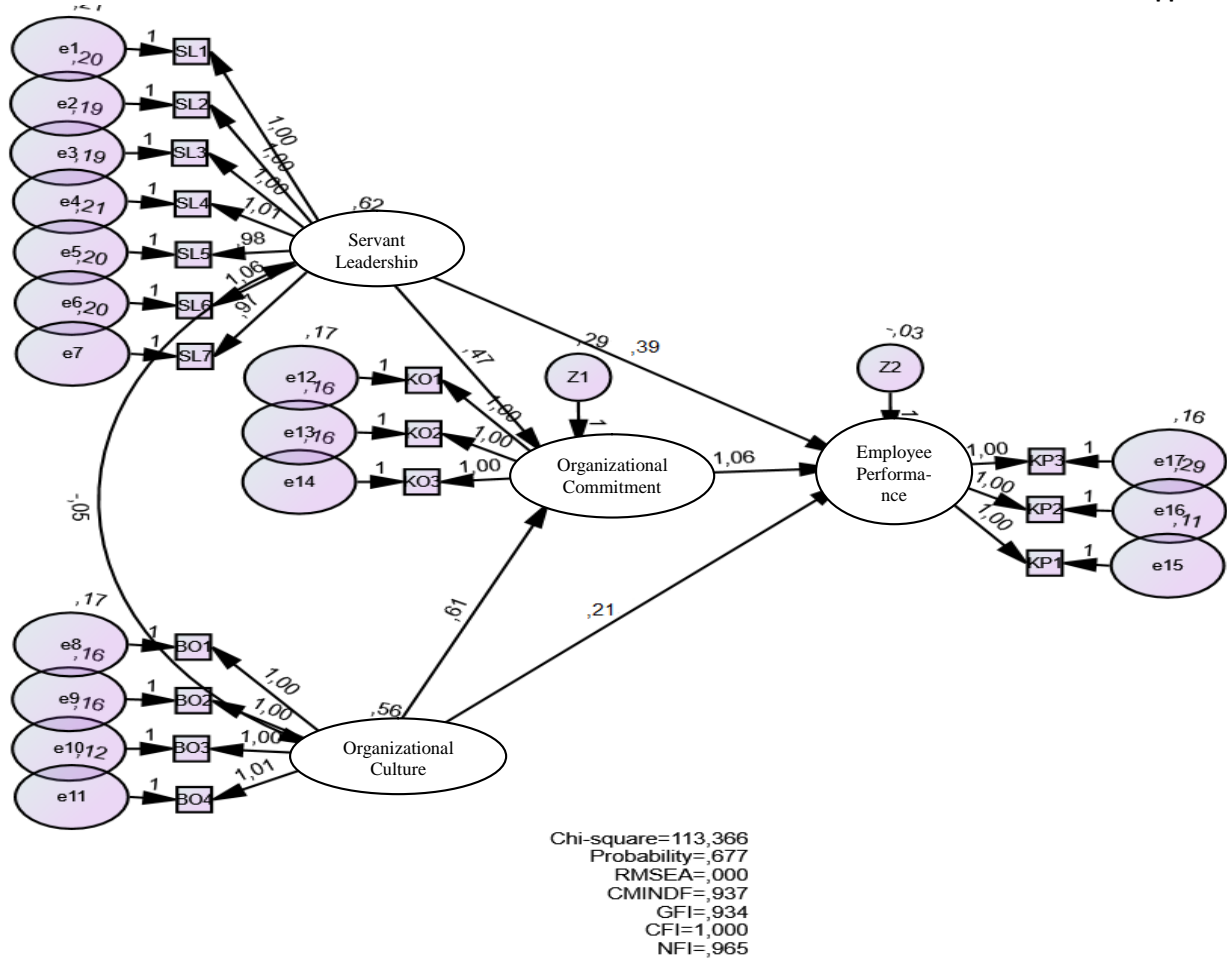


Figure 2. Structural model of the modified model fit

Source: AMOS output

Based on the measurement model testing done previously by a good model, the reliability was tested, and validity tests were constructed. The researchers connect each exogenous and endogenous variable to show the hypothesized relationship.

Table 3

Output goodness of fit

The goodness of fit index	Results	Cut off value	Remarks
<i>Absolute Fit Measure</i>			
DF	121	≥ 0	Over Identified
Chi-square(x ²)	113,366	Expected small	Good Fit
Significance probability	0,677	≥ 0,05	Good Fit
CMIN/DF	0,937	≤ 2	Good Fit
GFI	0,934	≥ 0,90	Good Fit
RMSEA	0,000	≤ 0,08	Good Fit
RMR	0,029	≤ 0,05	Good Fit
<i>Incremental Fit Measures</i>			
AGFI	0,916	≥ 0,90	Good Fit
TLI	1,003	≥ 0,90	Good Fit
NFI	0,965	≥ 0,90	Good Fit
CFI	1,000	≥ 0,90	Good Fit
IFI	1,002	≥ 0,90	Good Fit
RFI	0,960	≥ 0,90	Good Fit
<i>Parsimonious Fit Measures</i>			
PNFI	0,858	≥ 0,05	Good Fit
PCFI	0,890	≥ 0,50	Good Fit
PGFI	0,739	≥ 0,50	Good Fit

Source: Data processed by author.

Hypothesis test

Influence between variables	Estimate	S.E	C.R	P	Result
Employee Performance <--- Servant Leadership	0,391	0,038	2,899	0,001	Accept
Organizational Commitment <--- Servant Leadership	0,472	0,059	7,947	0,000	Accept
Organizational Commitment <--- Organizational Culture	0,613	0,063	9,732	0,000	Accept
Employee Performance <--- Organizational Culture	0,210	0,020	2,218	0,026	Accept
Employee Performance <--- Organizational Commitment	1,055	0,051	20,620	0,000	Accept

Hypothesis testing was carried out using a t-value at a significance level of 0.05. The t-value obtained by processing AMOS 26 data is the critical value (CR) on the regression weights of the relationship between the variables of the SEM model above Figure 4. The test criteria: if the t-value or critical ratio (CR) 1.96 then the hypothesis is accepted.

The results of the research conducted showed the CR value of 20.620 (> 1.96) and the probability of 0.000 (< 0.05). It can be interpreted that servant leadership positively and significantly affects employee performance. So, better servant leadership at the Directorate General of Islamic Education will improve employee performance. This is in line with research conducted by Gusti et al. (2021), which shows that servant leadership significantly affects employee performance. The orientation of servant leadership is to serve followers with spiritual-moral standards. The servant-leaders (servant leaders) usually put the needs of followers as a top priority and treat them as co-workers so that the closeness between the two is very close because they are involved with each other.

The results showed that servant leadership positively and significantly affected organizational commitment. Because the CR value is 7.947 (> 1.96) and the probability is 0.000 (< 0.05). So better implementation of servant leadership at the Directorate General of Islamic Education will increase organizational commitment. The results of this study are in line with previous research conducted by Kamanjaya et al. that servant leadership influences organizational commitment. This illustrates that the better the intensity of servant leadership applied, the higher the level of organizational commitment (Kamanjaya et al., 2017).

The results showed that organizational culture positively and significantly affected organizational commitment. Because the CR value is 2.218 (> 1.96) and the probability is 0.026 (< 0.05). So, the better organizational culture of the Directorate General of Islamic Education will increase organizational commitment. Several studies support these results. In particular, Setyaningrum (2017) states that organizational culture has a significant relationship with organizational commitment.

The results showed that organizational culture positively and significantly affected employee performance. Because the CR value is 2.218 (> 1.96) and the probability is 0.026 (< 0.05). So, the better organizational culture of the Directorate General of Islamic Education will significantly improve employee performance. The results of this study are in line with

previous research conducted by Retmono (2015) that organizational culture has a positive and significant effect on employee performance. Therefore, increasing employee performance needs to pay attention to organizational culture.

The results showed that organizational commitment positively and significantly affected employee performance. Because the CR value is 20.620 (> 1.96) and the probability is 0.000 (< 0.05). So, the better organizational commitment of the Directorate General of Islamic Education employees, the employees' performance will significantly increase. Siswatiningsih (2018) confirms that organizational commitment has a positive and significant effect on employee performance.

CONCLUSIONS

This study proved that servant leadership has a significant effect on employee performance. The higher implementation of servant leadership will improve employee performance. Employees feel that the leadership shows an attitude that does not hesitate to reward employees who have good performance.

There is a direct positive influence of servant leadership on organizational commitment. The higher implementation of servant leadership, the higher the organizational commitment. Leaders give employees the freedom to handle difficult situations in solve problems in a way that feels best for them. It becomes one of the employees' goals to spend the rest of their careers with this organization.

There is a positive influence of organizational culture on organizational commitment. The higher the application of organizational culture, the higher the organizational commitment. The organizational culture is well regulated. All employees' compliance with the code of ethics in carrying out their daily tasks will lead to a great sense of personal sacrifice so that employees continue to work without leaving the organization.

Organizational culture also has a significant effect on employee performance. The higher application of organizational culture will improve employee performance. Employees have passion, innovation and experience due to a sense of sincerity, dedication and ability to work for the organization.

There is a significant effect of organizational commitment on employee performance. The higher the organizational commitment, the higher the employee's performance. This leads to employee loyalty to the organization because employees feel a moral obligation to remain in the organization.

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