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The Influence of Servant Leadership and Organizational Culture on Work Engagement at the Southeast Sulawesi TVRI Office

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ABSTRACT

The purpose of this study is to test and explain the Influence of Servant Leadership and Organizational Culture on Work Involvement at the Republic of Indonesia Television (TVRI) Office in Southeast Sulawesi, both simultaneously and partially. The research approach is a survey with Explanatory research. Data collection was carried out using an instrument in the form of a questionnaire. The population of this study were permanent employees at the Television Republic of Indonesia (TVRI) Southeast Sulawesi office with a sample of 54 people. The analysis tool used for the hypothesis is Multiple Linear Regression analysis. The research results show that the Servant Leadership variable partially has a negative and significant effect on work engagement; Organizational culture partially has a positive and significant effect on work engagement; as well as servant leadership and organizational culture simultaneously have a positive and significant effect on work engagement at the Televisi Republik Indonesia (TVRI) Southeast Sulawesi office

I. INTRODUCTION

Civil Servants (PNS) have an important role as an element of the state apparatus as well as public servants who are tasked with providing fair services to the community by upholding the values of Pancasila and the 1945 Constitution. To carry out these duties optimally, PNS are directed to improve the quality of human resources (HR) so that they have a professional, honest, responsible, disciplined, and authoritative attitude. HR is the main asset in an organization, which includes the intellectual and physical abilities of individuals, as well as their work performance which is motivated by the need to achieve job satisfaction. The quality of HR in an organization is greatly influenced by the role of leaders and organizational culture, which are able to direct employee potential through good training, management, and motivation.

Work engagement is one of the most important aspects in HR management because it reflects positive conditions in work, such as enthusiasm, enthusiasm, and full concentration on tasks (Leiter & Bakker, 2010). Research shows that factors such as leadership style and organizational culture contribute greatly to work engagement. Servant leadership, according to Greenleaf (1977) and Liden (2014), is a leadership style that focuses on serving subordinates, with the aim of increasing employee potential, creating self-motivation, and fostering trust. Servant leaders are not only oriented towards financial results, but also towards individual development within the organization. In addition, organizational culture, as explained by Djokosantoso Mulyon (2001), functions as a value system that unites all members of the organization to achieve common goals. With a strong organizational culture, each individual understands the rules, responsibilities, and values that support the success of the organization.

In the context of a government television organization, such as Television of the Republic of Indonesia (TVRI) Southeast Sulawesi, the phenomenon that occurred showed the relevance of servant leadership and organizational culture to employee work engagement. TVRI is a national television station whose operations still depend on the government, so it faces major challenges in competing with private television stations. Based on the results of the interview, the leaders at TVRI Southeast Sulawesi showed characteristics of servant leadership, such as going directly to work divisions to provide direction, giving praise for team success, and offering solutions and motivation when targets were not achieved. In addition, the organizational culture at TVRI Southeast Sulawesi emphasizes the importance of communication and collaboration between divisions, so that employees have high work engagement and strong loyalty to the organization. This is an important asset to increase organizational productivity.

Previous studies have shown that servant leadership and organizational culture have a positive influence on work engagement, although the results vary. For example, Rahman et al. (2022) and Rijianto (2018) found a significant influence of leadership style and organizational culture on work engagement, while other studies showed an insignificant influence (Cornelia & Apriyanti, 2015). With the phenomenon that occurred at TVRI Southeast Sulawesi, the application of servant leadership, organizational culture, and work engagement is a strategic tool to help the organization achieve its vision and mission. Therefore, researchers are interested in further examining the influence of servant leadership and organizational culture on work engagement at the TVRI Southeast Sulawesi Office.

II. LITERARUTE REVIEW

2.1 Servant Leadership

Servant leadership is an ethical leadership concept introduced by Greenleaf in 1977, Greenleaf built the foundation for servant leadership. Greenleaf (1977) defines servant leadership as a style that focuses on developing employees to their maximum potential in the areas of task effectiveness, community management, self-motivation, and future leadership abilities. Liden (2014) said that servant leaders focus on improving employees by utilizing servant leadership behaviors to help. Liden saw how servant leaders help their followers by providing emotional, material support and how this helps them reach their full potential. The hallmark of a servant leader is that his followers believe that his leader acts according to his wishes. Logically, servant leaders serve as role models for their subordinates. Luthans (2002) said that servant leadership is a positive organizational behavior "followers fulfill their potential". Servant leadership is a leadership style that prioritizes the needs of others and the interests of the organization or company rather than self-interest or the leader. The characteristics of servant leadership behavior grow from the values and beliefs of the individual. Personal values such as fairness and integrity are independent variables that drive the behavior of servant leaders (Smith.2005). According to Rahayu (2019) Servant leadership is an approach that focuses on leadership from the perspective of the leader and his behavior, prioritizing followers, paying attention to their problems, empathizing with them and helping to develop their full personal capacity.

2.2 Organizational Culture

Organizational culture is defined by Robbins and Judge (2012) that organizational culture is a system of shared meaning held by members to distinguish their organization from other organizations. This system of shared meaning, when observed more closely, is a set of key characteristics that are upheld by the organization. According to Priansadan Garnida (2013: 7) argues that organizational culture is a system of values that are developed and applied in an organization, which is a characteristic of an organization. According to Rivai and Mulyadi (2012: 374) organizational culture is a framework that guides daily behavior and makes decisions for employees and directs their actions to achieve organizational goals. According to Sedarmayanti (2014:75) defines organizational culture as a belief, attitude, value and general value that is owned, which arises in the organization, stated more simply, culture is the way we do something here. Seeing the description above, it can be concluded that organizational culture is an important component in a company because it is the values, assumptions, beliefs, symbols that are the differences between one organization and another organization that if its employees believe in and apply the culture will help the company achieve its goals. A conducive and pleasant organizational culture can be a force that can direct employee behavior towards achieving organizational goals. The more attached the organizational culture is to all employees, it can be said that the implementation of organizational culture has been successful.

2.3 Job Engagement

Job engagement is defined as the degree to which people are recognized for their work, actively participate in it, and consider their achievements important for self-esteem. According to the definition above, it can be concluded that job engagement is the extent to which a person's work performance affects their self-esteem and the extent to which a person psychologically identifies with their work or the importance of work in their total self-image. According to Leiter & Bakker (2010), it is a positive mental condition that employees have when doing a job, so that employees have a high level of energy or enthusiasm in their work and can do their work optimally. According to Margareta & Saragih (2008), employee engagement will increase company productivity, with increased performance achieved by employees if they feel engaged and involved in working. Employees who have a high attachment to their company's work will be motivated to increase their productivity and performance, which will have an impact on company performance. According to Prahara (2020), work engagement is a positive view or attitude shown by employees and companies towards the values of the company's culture and performance. Lockwood (2007), work engagement is where individuals are able to commit and focus on an organization both intellectually and emotionally.

2.4 The Relationship between Servant Leadership and Organizational Culture on Work Engagement

Effective and efficient organizational implementation can produce optimal organizational and individual performance through discipline, openness, mutual respect, and cooperation (Kinicki & Fugate, 2014). High work engagement makes employees have a strong work ethic to achieve organizational goals, complete tasks with maximum ability, maintain work behavior, and be willing to make improvements if necessary (Marciano, 2010). With high engagement, employees have the ability, motivation, freedom, and strategic focus to support organizational goals (Mexley & Yulk, 2013). Servant leadership, which focuses on serving employees, can build trust, fairness, and empathy. An open, caring, visionary, and wise leader will encourage employees to work beyond standards, show tolerance when the organization is unstable, and contribute voluntarily to the interests of the company. Servant

leadership meets the physical, spiritual, and emotional needs of employees, creates a quality work environment, and is relevant to be applied now and in the future (Rehman et al., 2022). In addition, a strong organizational culture provides systematic rules that influence employee behavior in achieving organizational goals (Umi et al., 2015). Research shows that servant leadership and organizational culture have a significant positive effect on work engagement (Rehman et al., 2022) and employee performance both partially and simultaneously (Arini & Ramdani, 2022). The success of an organization is highly dependent on employee work engagement and the quality of human resources to deal with environmental changes**.**

2.5 Relationship of Servant Leadership to Work Engagement

Servant leadership was first proposed by Greenleaf in 1977, who defined this leadership style as an approach that focuses on developing employees to their maximum potential in task effectiveness, community management, self-motivation, and future leadership abilities. This leadership behavior grows from personal values such as fairness and integrity (Smith, 2005). Servant leadership builds trust, fairness, and empathy in employees through an open, caring, visionary, objective, and wise leader attitude, thereby improving employee performance. Leaders who value work and empower employees can encourage voluntary behavior, such as working above standards, being responsible, providing ideas for organizational progress, and demonstrating tolerance and sportsmanship, even when organizational conditions are unstable (Rehman et al., 2022). Leaders who are humble, respectful, and able to heal employee emotions through compassion, supported by job satisfaction, can minimize interpersonal conflict and improve collegial relationships (Decuypere & Schaufeli, 2020). Research shows that servant leadership has a significant positive effect on work engagement, where increasing servant leadership is in line with increasing employee work engagement (Rehman et al., 2022; Kurniawan, 2019). In addition, work engagement is also influenced by the way leaders handle problems and build an organizational culture that inspires all employees (SHRM, 2014).

2.6 Relationship between Organizational Culture and Work Engagement

Kotter and Hesket (1997) stated that a strong organizational culture has a major influence on individuals and performance, even surpassing other factors such as organizational structure and financial analysis tools. A strong culture helps organizations provide certainty for employees to grow and develop together. An understanding of organizational culture needs to be instilled early on through training, orientation, and self-adjustment so that organizational culture can be absorbed into group culture and eventually become personal culture. According to Robbins (2011), a strong organizational culture is needed to increase employee job satisfaction and performance, which in turn will affect the overall performance of the organization. Organizational culture is a system of shared meanings held by members of an organization, which distinguishes it from other organizations (Robbins & Coulter, 2012). Research by Puspitasari and Budiani (2022) supports that organizational culture has a positive relationship with work engagement. A strong culture creates a positive perception of the company, which encourages employees to produce optimal performance. With effective human resource management, organizations are better prepared to face unpredictable external challenges.

III. RESEARCH METHODS

3.1 Location and Object of Research

The object of this research will be implemented at LPPM TVRI Southeast Sulawesi which is located at Jalan Ahmad Yani No. 71 Wua-Wua Kendari.

3.2 Population and Sample

The population in this study were employees at the TVRI Southeast Sulawesi office totaling 54 employees and overall became respondents in this study.

3.3 Types and Sources of Data

The types and sources of data required in this study consist of primary data and secondary data. Primary data is the main data in this study, namely the questionnaire data given to respondents in this study. Secondary data is data obtained indirectly, either in the form of information or literature that is related to the **study.**

IV. RESULTS AND DISCUSSIONS

4.1 Result

4.1.1 Normality Test

The data normality test in this study used the Kolmogorov-Smimov test using a significance rate of 0.05. The data is declared normally distributed if the significance is greater than 5% or 0.05. The results of the data normality test for the three variables in this study can be seen as follows.

Table 1. Normality Test

One-Sample Kolmogorov-Smirnov Test			Unstandardized Residual
N			30
Normal Parameters[a,b]	Mean		.0000000
	Std. Deviation		1.73774585
Most Extreme Differences	Absolute		.117
	Positive		.084
	Negative		-.117
Test Statistic			.117
Asymp. Sig. (2-tailed)[c]			.200[d]
Monte Carlo Sig. (2-tailed)[e]	Sig.		.361
	99% Confidence Interval	Lower Bound	.349
		Upper Bound	.373
a. Test distribution is Normal.			
b. Calculated from data.			
c. Lilliefors Significance Correction.			
d. This is a lower bound of the true significance.			
e. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 2000000.			

Source: SPSS Processed Data

Based on the results of the normality test with the Kolmogorov-Smirnov test in table 4.10 above, it can be assessed as significant at 0.361 where the value is greater than α = 0.05 because the significant value is greater than α = 0.05, it can be concluded that the data is normally distributed thus, the regression model built in this study can be said to be suitable for use for prediction and meets the normality assumption.

4.1.2 Multicollinearity Test

The guideline for a regression model that is free from multicollinearity has a number of 1 while the VIF limit is 10 and has a tolerance close to 1 (Suliyanto. 2006).

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	7.768	3.480		2.232	.034		
	Servant Leadership (X1)	-.181	.086	-.402	-2.106	.045	.481	2.077
	Budaya Organisasi (X2)	.416	.083	.960	5.035	.000	.481	2.077

Sumber : Data Hasil Olahan SPSS

Based on the table above, it shows that the VIF values that occur are all below 10. This shows that all variables tested meet the assumption of being free from multicollinearity. This means that there is no relationship/correlation between independent variables. It can be concluded that there is no multicollinearity between the servant leadership and organizational culture variables.

4.1.3 Results of Multiple Linear Analysis

Multiple Linear Analysis in this study was carried out to answer the proposed hypothesis, namely the influence of independent variables on dependent variables both simultaneously and partially carried out by multiple linear analysis.

Model	Standardized Coefficients Beta	T	Sig.	Info.
(Constant)		2.232	.034	
X1	-.402	2.106	.045	accepted
X2	.960	5.035	.000	accepted
R = 0.726 R Square (R2) = 0.528 F count = 15.076 F sig = 0.000 Standart Error = 1.80096				N = 54 α = 0.05

Source: Data processed in 2024

After the data was analyzed, the following regression equation model was obtained:

$$Y = -0.402 X1 + 0.960 X2$$

Referring to the table above, it can be interpreted/explained as follows:

1. The regression coefficient for the Servant Leadership variable (X1) of -0.402 indicates a negative or indirect influence of the Servant Leadership variable (X1) on the Work Engagement Variable (Y). This result shows that the better the servant leadership felt by employees at the TVRI Southeast Sulawesi office is not followed by an increase in employee work engagement.

2. The regression coefficient for the Organizational Culture variable (X2) of 0.960 indicates a positive or indirect influence of the Organizational Culture variable on the Work Engagement Variable (Y). This result shows that the higher the Organizational Culture of the TVRI Southeast Sulawesi Office employees, the greater the Work Engagement.

3. A value of 0.726 or 7.26 percent indicates that the correlation between the variables of servant leadership, organizational culture and work engagement is very strong, this is because the resulting R is close to 1 or above 0.50.

4. The value of the Determination Coefficient (R2) of 0.528 or 5.28 percent indicates that the Servant Leadership and Organizational Culture variables have an effect on work engagement at the TVRI Southeast Sulawesi office. The remaining 0.472 or 4.72 percent is explained by other variables that are not included in the model.

4.1.4 Testing of Research Hypothesis

To prove the hypothesis proposed in this study is the influence of Servant Leadership (X1), Organizational Culture (X2) has an effect on Work Involvement (Y) at the Republic of Indonesia Television Office in Southeast Sulawesi Region, both simultaneously and partially, the T Test and F Test are used as follows:

1. Servant Leadership variable (X1) on work involvement (Y)

The Servant Leadership variable on work involvement (Y) has a regression coefficient value (β1) = -0.402 obtained t count = 2.106 with a significance of 0.045 which means it is smaller than the value of α = 0.05, so it can be concluded that Servant Leadership partially has a negative and significant effect on work involvement (Y) so that the First Hypothesis is accepted because it is proven to be true.

2. Organizational Culture Variable (X2) on work engagement (Y)

Organizational Culture Variable (X2) on work engagement (Y) has a regression coefficient value (β1) = 0.960 obtained t count = 5.035 with a significance of 0.000 which means it is smaller than the value of α = 0.05, then it can be concluded that Organizational Culture partially has a positive and significant effect on work engagement (Y) so that the Second Hypothesis is accepted because it is proven to be true.

4.2 Discussions

4.2.1 The Influence of Servant Leadership and Organizational Culture on Work Engagement

The results of the study indicate that Servant Leadership and Organizational Culture simultaneously have a significant influence on employee work engagement at the TVRI Southeast Sulawesi office, with a coefficient of determination of 0.528 or a contribution of 52.8%. This means that increasing these two variables simultaneously will have a positive impact on work engagement. Organizational culture has a greater influence than servant leadership, as indicated by the statistical test value of t of 5.035 for organizational culture, higher than the t value for servant leadership of 2.106. The majority of respondents agreed that organizational culture plays a major role in employee work engagement. Therefore, to increase work engagement, the TVRI Southeast Sulawesi office needs to pay attention to improvements in these two variables. According to Marciano (2010), employees with high engagement have a good work ethic, complete tasks optimally, maintain work behavior, and are ready to make improvements if necessary. Mexley and Yukl (2013) added that high engagement includes ability, motivation, freedom, and strategic focus to achieve organizational goals. Research by Muhammad Zia Ur Rehman et al. (2022) and Eti Arini and Melinda Ramdani (2022) support that servant leadership and organizational culture significantly influence employee work engagement and performance. In addition, Umi et al. (2015) explained that organizational culture is the values applied to influence employee characteristics or behavior in achieving organizational goals, thereby helping the organization become more systematic and achieve success through employee performance.

4.2.2 The Influence of Servant Leadership on Work Engagement

The results of the study showed that servant leadership had a negative and significant influence on employee work engagement at the TVRI Southeast Sulawesi office. This finding shows that increasing servant leadership is not followed by increasing employee work engagement. Servant leadership in this study was measured through compassion, empowerment, vision, humility, and trust. Low perception of trust indicators is the main factor, where superiors have not fully given responsibility to subordinates in decision making, lack of honesty, and discipline. This results in employees losing self-confidence and servant leadership does not contribute positively to work engagement. Previous research by Audi Junita (2021) also found that work engagement moderates the relationship between servant leadership negatively and significantly. Meanwhile, Rakasiwi and Dananjoyo (2024) stated that there is no direct relationship between servant leadership and work engagement. According to the Society for Human Resource Management (2014), positive attitudes and actions of leaders are needed to build a work culture that engages and inspires employees. Decuypere and Schaufeli (2020) explained that leaders influence work engagement through emotional contagion, social exchange, and role modeling. Therefore, leaders should develop strategies that support the creation of a positive work culture in order to advance the organization in the short and long term.

4.2.3 The Influence of Organizational Culture on Work Engagement

The results of the study show that organizational culture has a positive and significant influence on employee work engagement at the TVRI Southeast Sulawesi office. This shows that improving organizational culture can encourage employees to participate more actively in their work, increase self-identification with work, and encourage innovative, detailed, and optimal work behavior (results orientation). Employees also feel happy with their work because they provide benefits to the office (people orientation), work together with the team (team orientation), work hard (aggressiveness), and feel appreciated (stability).

Empirical facts show that the aggressiveness indicator is rated highest by respondents, reflecting that employees work hard, are disciplined, and complete tasks well. The people orientation indicator scored the lowest but was still quite good, where employees felt that their work provided benefits to the office. This strengthens the conclusion that a strong organizational culture contributes to employee work engagement. According to Robbins (2011), a strong organizational culture is needed to increase employee job satisfaction and performance, which ultimately impacts the overall performance of the organization.

This study is supported by Puspitasari and Budiani (2022), who found that organizational culture has a positive relationship with employee work engagement. They explained that a strong organizational culture creates positive employee perceptions of the company, thus encouraging maximum work results. Something similar was found by Muhammad Zia Ur Rehman (2022), who stated that servant leadership also has a significant positive influence on work engagement. These findings show the importance of good organizational culture management to increase employee work engagement.

V. CONCLUSION

Based on the analysis of the research results, it can be concluded that:

1. Servant Leadership (X1) partially has a negative and significant effect on work engagement (Y) at the TVRI Southeast Sulawesi Office. Based on this, this finding can be explained that the better the servant leadership felt by employees at the TVRI Southeast Sulawesi office is not followed by an increase in employee work engagement.
2. Organizational culture (X2) partially has a positive and significant effect on work engagement (Y) at the TVRI Southeast Sulawesi office. This fact shows that the better the organizational culture of employees in carrying out their work, the more their work engagement will increase.
3. Servant leadership (X1) and organizational culture (X2) simultaneously affect employee work engagement at the TVRI Southeast Sulawesi office. This fact shows that the better the servant leadership and organizational culture will increase work engagement. Respondents perceived work involvement as good, or in other words, employees generally have a very high work spirit towards their work and have high dedication to the work given and fully concentrate on carrying out their work because the work given by superiors is the employee's responsibility which must be completed.

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