



The Influence of Servant Leadership and Organizational Culture through Employee Integrity on the Performance of Civil Servants at the Office of Education, Youth and Sports (DISDIKPORA) of Bali Province

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ABSTRACT

The performance of civil servants at the Bali Provincial Department of Education, Youth, and Sports (Disdikpora) has not been optimal, as reflected in the decline of several performance indicators in the 2022–2023 Government Performance Accountability Report (LAKIP). This study aims to analyze the influence of servant leadership and organizational culture on the performance of civil servants through employee integrity as a mediating variable. The research employs a quantitative approach with a descriptive-explanatory method. Data were collected through questionnaires distributed to 104 civil servants at the Bali Provincial Disdikpora. Data analysis utilized Structural Equation Modeling (SEM) with Partial Least Squares (PLS) using SmartPLS 3.0 software. The results indicate that servant leadership and organizational culture significantly and positively influence civil servant performance directly and indirectly through employee integrity. Employee integrity also significantly and positively affects performance. The study recommends that the Bali Provincial Disdikpora implement servant leadership and strengthen an organizational culture that supports employee integrity to enhance performance.

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INTRODUCTION

Effective organizations require productive human resources (HR) to achieve their goals optimally, especially in government institutions. Good human resource management (HRM) is a key factor in supporting organizational performance, as emphasized by Rahmadani (2020). Effective HR management enhances individual performance and significantly impacts the organization's overall progress.

In line with these findings, previous research has shown a positive relationship between effective HR management and employee performance (Nugraha, 2023). However, there is still a gap in research examining the simultaneous effects of servant leadership and organizational culture on employee performance, particularly in government institutions. Recent studies, such

as those conducted by Dani (2021) and Istikhola (2023), have identified the importance of these two factors but have not yet linked them to employee integrity as a mediator, especially in the Department of Education, Youth, and Sports (Disdikpora) of Bali Province.

This situation is particularly relevant because the Disdikpora of Bali Province faces serious HR management challenges, such as low job satisfaction and a lack of innovation. This is reinforced by the 2022-2023 Government Institution Performance Accountability Report (LAKIP) data, which shows a decline in several performance indicators, such as school participation rates and implementing local wisdom values. This indicates the need for fundamental leadership and organizational culture improvements to enhance employee performance.

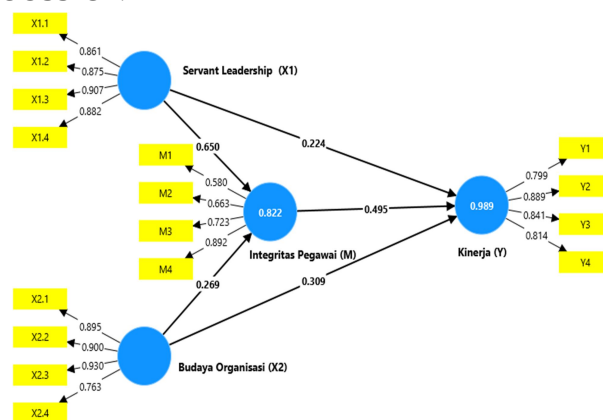
Furthermore, employee performance is influenced by various factors, including servant leadership, organizational culture, and integrity. On the one hand, servant leadership focuses on employee development and creating a collaborative work environment (Dani, 2021). On the other hand, a positive organizational culture has also been proven to promote open communication and innovation (Warbal, 2022). Unfortunately, the pilot test results in Disdikpora show that the implementation of servant leadership has not been optimal, as evidenced by the lack of communication between leaders and subordinates.

Based on these findings, this study aims to analyze the effects of servant leadership and organizational culture on employee performance with employee integrity as a mediator in the Disdikpora of Bali Province. The significance of this study lies in its potential to provide strategic recommendations for improving organizational performance through leadership improvement, work culture, and employee integrity. Thus, it is hoped that the results of this study will serve as a reference for government institutions in optimizing HR management.

METHODS

This study employs a quantitative method. Data were collected through a Likert scale 1-5 questionnaire distributed to all 104 employees (total sampling), supported by observation and document study. Data analysis used PLS-SEM with SmartPLS to test validity, reliability, and relationships between variables. Hypothesis testing was performed using the t-test (Sugiyono, 2019).

RESULTS AND DISCUSSION



Picture 1
Structure Model

Based on the data analysis results, it can be explained that the path coefficient of servant leadership on employee performance is 0.224 and significant at the significance level (p-value) of 0.000 (<0.05). This means that servant leadership positively and significantly affects employee performance by 22.4 percent. This means a leadership style prioritizes serving subordinates can enhance employee performance. By implementing servant leadership, leaders can motivate employees to work more effectively and boost productivity.

According to the literature review, there is evidence supporting that a leadership style emphasizing service to subordinates (servant leadership) positively enhances employee performance through several mechanisms, including increased ethics, communication, and empowerment (Tang et al., 2024; Hartana & Sukarno, 2023; Sudarmo et al., 2021; Utami & Ardiyanti, 2023).

Organizational culture significantly impacts employee performance. The path coefficient of organizational culture on employee performance is 0.309 with a significance level (p-value) of 0.000 (<0.05), indicating that organizational culture affects employee performance by 30.9 percent. A positive and supportive organizational culture enhances employee performance by creating a pleasant, productive, and motivating work environment. A healthy organizational culture typically encompasses collaborative, innovative, and open values, which significantly promote increased work motivation and team cohesion, thereby improving employee performance (Bahiroh, 2025; Nugroho et al., 2024; Sugiono & Nurhasan, 2025; Mohamad & Abiddin, 2024).

Employee integrity significantly affects employee performance. The path coefficient of employee integrity on employee performance is 0.495 with a significance level (p-value) of 0.000 (<0.05), indicating that employee integrity affects employee performance by 49.5 percent. This means that employees with high integrity tend to have better performance. High integrity reflects honesty, trustworthiness, and responsibility in work, enhancing effectiveness and efficiency in task execution. Astuti et al. (2023) revealed a positive and significant relationship between integrity and the performance of civil servants. Their research findings confirm that employees with high integrity are more likely to make ethical and responsible decisions, thereby improving overall work effectiveness and productivity (Priambodo et al., 2024; Astuti et al., 2023).

The path coefficient of servant leadership on employee integrity is 0.650 with a significance level (p-value) of 0.000 (<0.05), indicating that servant leadership affects employee integrity by 65.0 percent. This means that a leadership style prioritizing service to subordinates significantly enhances employee integrity. Servant leadership, which emphasizes care for employees and supports their growth and well-being, can create a positive work environment and increase employee honesty and responsibility. According to Afrianty et al. (2020) and Sahirman & Nurdin (2023), the implementation of servant leadership, which focuses on employee care and supports their growth and well-being, plays a vital role in creating a positive work environment and strengthening values of honesty and responsibility among employees.

The path coefficient of organizational culture on employee integrity is 0.269 with a significance level (p-value) of 0.001 (<0.05), indicating that organizational culture affects employee integrity by 26.9 percent. A positive and supportive organizational culture can significantly enhance employee integrity. According to Menes & Haguisan (2020) and Tang et al. (2020), a positive and supportive organizational culture, especially one emphasizing honesty, trustworthiness, and responsibility, is crucial in increasing employee integrity. This finding aligns with the research results of Menes & Haguisan (2020) and Almutairi et al. (2020).

Furthermore, employee integrity functions as a mediator in this relationship, meaning that servant leadership directly impacts employee performance and enhances employee integrity. Employee integrity strengthens the relationship between servant leadership and employee performance. According to Elche et al. (2020) and Ahmad & Syaebani (2024), when a servant leader leads employees, they tend to exhibit more positive behaviors towards the organization, including increasing their commitment to performance.

Showing a positive and significant relationship, the results indicate that organizational culture positively affects employee performance through the mediation of employee integrity (T-statistic = 7.549 > t-table 1.96). The research findings show that when organizational culture improves, it enhances employee integrity, ultimately contributing to increased employee performance. This finding aligns with organizational behavior theory, which emphasizes the importance of a positive organizational culture in promoting ethical behavior and commitment among employees. This research finding is consistent with Rifai et al. (2024) and Sani et al. (2021).

CONCLUSION

The research results prove that servant leadership, organizational culture, and employee integrity positively and significantly affect the performance of civil servants in the Department of Education, Youth, and Sports (Disdikpora) of Bali Province ($p < 0.05$). In addition, servant leadership and organizational culture also significantly enhance employee integrity. Furthermore, integrity is a partial mediator in the relationship between servant leadership, organizational culture, and employee performance. This finding indicates that improving servant leadership, strengthening organizational culture, and fostering integrity can effectively enhance employee performance in government institutions.

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