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The Effect of Servant Leadership and Organizational Commitment on Driver Performance

Murpin Josua Sembiring¹, Anis Eliyana^{2*}, Zainal Arief³, Adibah Hasna Mahmudah⁴, Ayoub Gougui⁵

¹Universitas Ma Chung Malang, Indonesia

murpin.sembiring@machung.ac.id

²Universitas Airlangga, Indonesia

anis.eliyana@feb.unair.ac.id

³Universitas 17 Agustus 1945, Indonesia

PT Usaha Mulia Digital Indonesia (PT UMDI)

zainalarief@untag-sby.ac.id

⁴Universitas Airlangga, Indonesia

adehecia@gmail.com

⁵University Utara Malaysia

ayoubtg@gmail.com

ABSTRACT

The concept of servant leadership can make a positive contribution to organizations and has caught the attention of organizational leaders recently. Apart from that, organizational commitment also includes fashionable variables that have been studied over the last 3-4 decades because it can determine the extent to which employees feel they are serving their organization. This study aims to test and analyze how servant leadership and organizational commitment may incite driver performance. Data obtained through questionnaires distributed to Taxi Orenz drivers with a total of 88 respondents. The results of the respondents' answers in the questionnaire were then processed and tested using the Partial Least Square method, namely path analysis. These results later showed that both independent variables significantly affect employee performance.

Keywords: Servant Leadership, Organizational Commitment, Work Performance, Quality Job

Correspondence:

Anis Eliyana

Universitas Airlangga, Indonesia

Email: anis.eliyana@feb.unair.ac.id

INTRODUCTION

Leadership can be defined as "the ability to influence people towards achieving organizational goals" (Daft, 2014; Warrick, 2017; Tabassi *et al.*, 2017; Tabassi *et al.*, 2016; Cote, 2017) and is considered to affect the success or failure of an organization. Along with the development of science, the concept of leadership later states that employees can be involved in the decision-making process. Furthermore, employees will not be seen as an object in the organization but are rather positioned as a subject. Employees may determine the increase in organizational productivity and are no longer valued as mere workers. In other words, organizational success is the success of all parties involved and not only the success of the leader. Besides, a leader can be said to be successful if the leader can be a driving force for his subordinates by creating an atmosphere and work culture that spurs growth and performance development.

Since success is the target of every organization, high performance is one effective way to achieve the desired success. Anything that affects employee performance will be useful for the progress of a job, and leadership is one of the most important contextual factors.

According to Van Dierendonck in Tripathi *et al.*, (2020), organizations are currently facing a lot of challenges and these encourage employees to be innovative and take initiative, while leaders are expected to be more facilitative, flexible, and human-centered. Since pursuing organizational goals requires a balance between the behavior of leaders and employees in achieving, leadership becomes an interesting topic for researchers and practitioners. Yuki in Sihombing *et al.*, (2018) also said that leadership is related to the deliberate process of a person guiding, structuring, and facilitating activities and relationships in a group or organization.

Research by Stollberger *et al.*, (2019) found that servant leadership can increase organizational effectiveness in several ways, one of them is by facilitating performance. Greenleaf in Chiniara & Bentein, (2018) describes servant leadership as a manifestation of ethical principles that are committed to placing the needs of employees above their own. This leadership can also create a climate where every follower feels important, committed, and empowered to do and create more behavior to achieve organizational goals (Foundations, 2019; Carl Helms, 2017; Lee *et al.*, 2020; Eva *et al.*, 2019). Naturally, servant leadership will tend to build strong, positive, and long-term relationships with each follower (Liden *et al.*, 2008) which in turn can increase higher employee performance.

The above-referenced studies confirm that servant leadership that is rooted in the needs of employees is considered a solution in solving current leadership problems. PT. Serasi Transportasi Nusantara, as the heading company of taxi Orenz, is one organization that realizes this. Management makes a policy based on the needs of the people they lead. The company considers the needs of organizational members as a priority where two parties must be given optimal service, namely the driver and the customer.

In the current era of development, taxi Orenz has opened an online taxi service or called Grab Taxi, to make it easier for customers by simply ordering via online services. Implementing the system is certainly not an easy task, but Taxi Orenz continues to open up and learn based on the awareness that management is responsible for creating something better. Also, the company provides services to drivers by providing a proper salary, coupled with a health clinic for drivers and bonuses from metered rates.

According to Eliyana *et al.*, (2019) organizational commitment is a behavior that reflects employee loyalty to the organization and provokes employees to express their

concern for the organization, success, and further development. It also makes employees feel comfortable and has a willingness to stay. According to Indarti *et al.*, (2017), organizational commitment is related to a person's commitment to the organization where he works, and that commitment is one of the main aspects that maintains the continuity of the organization. Mowday *et al.*, (1979) in Indarti *et al.*, (2017) also show that high organizational commitment leads to high performance. In addition, someone who has a high commitment to the organization tends to last a relatively long time.

Based on several statements, this study examines the relationship between servant leadership and organizational commitment to driver performance. PT. Serasi Transportasi Nusantara (Taxi Orenz) is very suitable as an object of research, considering that the concept of servant leadership, organizational commitment, and driver performance are found in the philosophy, character, and purpose of establishing a taxi company.

LITERATURE REVIEW

Theoretical Basis

Servant Leadership

According to Greenleaf, quoted by Chiniara & Bentein (2018), servant leadership is not a management technique, but rather a way of life, which begins with "the natural feeling that someone wants to serve first". According to Chiniara & Bentein (2016), someone who has the desire to lead can realize a deep commitment to putting the needs of his subordinates as the top priority. Moreover, servant leadership is defined as an approach that is oriented towards serving others, sharing power, promoting teamwork, and building a sense of community both within the workgroup and outside the organization (Lemoine & Blum, 2019; Achen *et al.*, 2019; Crippen & Willows, 2019; Wu *et al.*, 2020). The main difference between servant leadership and other leadership theories is the leaders' focus. These leaders focus on the needs of followers while transformational leaders focus on organizational effectiveness (DeConinck, 2017). Servant leadership tries to help followers grow, prosper, develop, and motivate by focusing on their needs and behaviors. Patterson's (2003) exploration into the beliefs, attitudes, and behaviors of leaders led him to form seven variables in the leader-follower servant leadership model: (a) Agapao Love, (b) Altruism, (c) Empowerment, (d) Humility, (e) Service, (f) Trust, and (g) Vision.

Agapao Love, "Agapao" is a term that comes from ancient Greece which implies a consideration of morals or respect and treatment of others (Winston, 2003). Based on the concept of agapao love, it is implied that servant leadership will shape the behavior of genuinely caring and interested in the lives of its followers.

Altruism, according to Winston (2003) means a leader who prioritizes concern for the welfare of others and strives to improve the welfare of these employees as a form of personal sacrifice to the leader.

Empowerment, Kezar in Winston (2003) agrees that empowerment is a focus in servant leadership. Melrose also in Winston (2003) describes the role of empowerment by explaining that empowerment can involve hope, goals, responsibility, self-direction, and freedom from failure.

Humility is a peaceful virtue that rejects self-glorification because it contains ideas related to serving (Winston, 2003). According to Bagger in Winston (2003), the uniqueness of humility is that if a person is truly humble,

one cannot respect himself, or think enough of himself, to believe it.

Service, servant leadership will think of service in the process of thinking about leading and seeing its role to followers as a way of providing followers with what is needed so that followers can complete their tasks accordingly (Winston, 2003).

Trust, Fletcher & Wis in Winston, (2003) view trust as the main element of servant leadership where leaders are required to believe in the ability of followers to achieve the leader's goals and vision.

Vision, in Winston's servant leadership model, (2003) refers to the leader's vision regarding the role of followers in the organization which also relates that the leader must try to find what followers want to do in the organization.

Organizational Commitment

Robbins in Eliyana *et al.*, (2019) defines organizational commitment as a form of hope to maintain status as group members through a stage where employees recognize certain groups with goals. The definition of organizational commitment according to Nikpour (2017) includes the extent to which employees feel they are serving their organization. Furthermore, Luthans in Eliyana *et al.*, (2019) defines organizational commitment as a strong willingness to always be a member of a group or part of the company, the willingness of employees to work hard as organizational aspirations, and a certain willingness for employees to accept organizational values and goals. (Devyanti & Satrya, 2020; Chayomchai, 2020; Yanti & Gustiayumanuatidewi, 2020; Agus *et al.*, 2020). Employees who have organizational commitment according to Diana *et al.*, (2020) will consider that staying in the company is a moral requirement regardless of how much satisfaction the company has given them. Allen & Meyer in Tharikh *et al.*, (2016) show that organizational commitment is formed when employees and organizations develop a greater interest in maintaining their working relationships (Bahrami *et al.*, 2016; Cesário & Chambel, 2017; Karim & Noor, 2006). Thus, it can be concluded that organizational commitment is the attitude and behavior shown by employees towards the work and the organization in which they do work. In addition, someone who has a high commitment to the organization is more likely to last a relatively long time in the organization. Allen and Meyer in Indarti *et al.*, (2017) state that organizational commitment is multidimensional and there are three supporting dimensions of commitment development, namely:

Affective Commitment, which is the emotional appeal of employees, identification, and involvement of employees in the organization (Indarti *et al.*, 2017). Meanwhile, according to Hill & Anka, (2013) affective commitment can reveal the emotional attachment of employees, and employees show a high level of emotional commitment so that they can be integrated into the organization and identify themselves with it.

Continuance Commitment is a commitment that is based on losses related to employee expenses in the organization and this can be influenced by the loss of seniority on promotions or benefits (Indarti *et al.*, 2017). Meanwhile, according to Hill & Anka, (2013) continuance commitment can be generated through motivation in avoiding future costs that will be associated with possible changes in employers.

Normative Commitment is described as a feeling of obligation to remain in the organization as it should be and such actions are the right thing to do (Indarti *et al.*, 2017). Meanwhile, according to Hill & Anka, (2013) normative commitment is interpreted as not following the

attachments that are felt by members of the organization but reflects their moral-ethical obligations to the organization.

Work Performance

The concept of performance is an important topic to emphasize especially to be able to increase awareness among workers about their own potential and to get better results from them (Kazan, 2013; Januar & Handayani, 2015; Salama *et al.*, 2018; Prameswari *et al.*, 2020). Performance is a form of employee performance for the tasks that have been given. Performance is a combination of behavior, and achievement related to what is expected from the job requirements of each individual in the organization (Rantesalu *et al.*, 2017). Meanwhile, individual performance is the result of the quality and quantity of work that can be achieved by an employee in carrying out duties following the responsibilities. In addition, job performance is usually defined as things that people do that contribute to organizational goals and when these employees are concerned about the welfare of their organization, they are more likely to make greater efforts to work towards achieving their organizational goals (Stollberger *et al.*, 2019; Abbas *et al.*, 2020; Dinantara, 2020). According to Simanjuntak in Eliyana *et al.*, (2019) explaining that performance is a stage of achievement in completing certain work which is a form of work performance related to the stages of achievement as an achievement made by individuals from the organization. Work performance in the organization is also influenced by three main factors, namely organizational support, management capability or effectiveness, and the work performance of each individual who works in the organization, where each unit in an organization has several divisions in which there are several individuals in each division. According to Indarti *et al.*, (2017) the measurement of performance includes at least three important factors that must be considered, namely behavior (process), output (product directs an activity/program), and results (added value or impact of activities/programs). and added value which is a variable that is inseparable and dependent on one another. The process of measuring performance is an important guideline for addressing topics such as general organizational goals, expectations of employees, and norms when achieving indicated goals, whether technical support or training is needed (Kazan, 2013).

Hypothesis Development

Servant Leadership and Performance

It is known that servant leadership can increase organizational effectiveness, one of which is by facilitating work that usually contributes to organizational goals (Stollberger *et al.*, 2019; Bisaillon & Liljenfors, 2019; Giolito *et al.*, 2020; Howard, 2010). According to Chiniara & Bentein, (2018) servant leadership can affect organizational outcomes by encouraging employee growth and welfare, particularly through the process of meeting the needs of employees. This will later affect team performance through cohesiveness. Cohesiveness is an important team feature that can determine the level of strength that binds team members to one another.

Servant leadership represents several important aspects of company performance (Huang *et al.*, 2016) because servant leadership instills the value of service and the tendency to serve others first even though self-sacrifice is sometimes necessary. Servant leadership also uses their knowledge to actively meet the needs of their employees by bringing out the best in employees and enabling them to reach the potential they should have (Chiniara &

Bentein, 2016). Employees who are influenced in this way are more likely to show "servant behavior" during their interactions with customers (e. g. by interacting sincerely) (Huang *et al.*, 2016), which is expected to increase customer satisfaction and loyalty and affect performance. According to Tripathi *et al.* (2020), the focus of servant leadership is not on an organizational norm, but on how employees want to do something and whether it can be done alone. Because this approach is people-oriented, it is considered that servant leadership can form a relationship of trust with employees and can also create strong and positive relationships in the organization in the decision-making process, so that it can balance work with vision and create value for stakeholders both within and outside the organization (Karatepe *et al.*, 2019). Leadership has become an important area in professional sales because of its relationship with important job attitudes and behaviors (DeConinck, 2017; Ahmed Brohi *et al.*, 2018; Brohi *et al.*, 2018). According to Laub in Sihombing *et al.*, (2018) servant leadership includes leaders who respect and develop others and the environment so that these leaders always ensure that a workplace is a place of sharing. Furthermore, there are several ways to achieve achievement including improving performance, among others, by having the willingness to work hard, collaborating with the community, and being able to make good decisions that can be made by servant leadership.

Some researchers will be interested in studying leadership and its relationship with performance (DeConinck, 2017). The salesforce will have direct responsibility for increasing the company's revenue. In general, research has shown that various leadership styles can influence performance indirectly through improvements from various other aspects (DeConinck, 2017). This research was also carried out by Tripathi *et al.*, (2020) who studied the effect of servant leadership on work role performance. It is also supported by research from (Huang *et al.*, (2016) which shows that servant leadership can be useful in promoting team-level results such as team potential, team performance, and team citizenship behavior. In addition, according to Chiniara & Bentein, (2016) servant leadership is also could explain unique variants in an outcome, such as performance in follower roles of follower commitment. Thus, this study hypothesizes that:

H1. Servant Leadership has a positive effect on performance.

Organizational Commitment and Performance

Performance can be expressed as a process in assessment, goal setting, feedback, measurement, rewarding for good or bad results, and applying sanctions if necessary (Kazan, 2013). The process can be used as an important guideline leading to topics such as general or individual organizational and employee goals, expectations of employees, and norms when achieving required goals, or whether or not technical support or training can be influenced by one's commitment. Because employee commitment to the organization is one of the main aspects that can maintain organizational continuity well (Indarti *et al.*, 2017).

Organizational commitment has been defined as one of the employees' attitudes towards their work which is defined as a strong desire for the employee to feel part of the organization, make efforts towards organizational goals and maintain organizational membership (Diana *et al.*, 2020). Meanwhile, performance is considered as one of the basic notions in management regarding organizational success and of course, the success of the organization can

be reflected in its performance. So that when the employee has shown an attitude of commitment to the organization, the employee will try to achieve organizational success through improved performance. Nikpour, (2017) has also defined performance as doing, implementing, and performing every routine job and also being committed to the organization. The idea of organizational performance is affiliated with the survival and success of local organizations.

Employees with a high level of organizational commitment will show positive behavior towards the organization, give their best, make sacrifices, and have a high level of loyalty to the organization, and have a willingness to stay in the organization (Eliyana *et al.*, 2019). This means that employees with a high level of organizational commitment will need efforts to show good achievements including the performance obtained. Conversely, employees with a low level of organizational commitment tend to be indifferent and not responsible for the completion of their work such as employees with low levels of performance. In the research, Oyewobi *et al.*, (2019) have also examined the dimensions of organizational commitment and consider that this dimension is the main driving force that makes employees contribute to improving organizational performance. This study also states that the components of organizational commitment can be consistent with

employee performance so that it can be used in determining the expected results of the organization. Overall, according to Razzaq *et al.*, (2019) many studies have concluded the positive impact of organizational commitment on employee performance. Drucker's knowledge worker productivity theory also supports that the more an organization treats its workers as a strategic asset, the more committed workers will be and can further improve performance. In addition, Bonaparte in Nikpour, (2017) has also stated that organizational commitment has an impact on performance, as well as Dost, Ahmed, Shafi, and Shaheen who stated that employee commitment has a strong effect on the performance created. It is also supported by research by Eliyana *et al.*, (2019) which makes organizational commitment a variable that has a significant effect on work performance including the resulting performance. Whereas research by Oyewobi *et al.*, (2019) found a relationship between one of the dimensions of organizational commitment, such as affective commitment to organizational performance. The findings of researchers (Rantesalu *et al.*, (2017) have also provided evidence that organizational commitment has a positive and significant effect on employee performance. Thus, this study hypothesizes that:

H2. Organizational Commitment has a positive effect on performance.

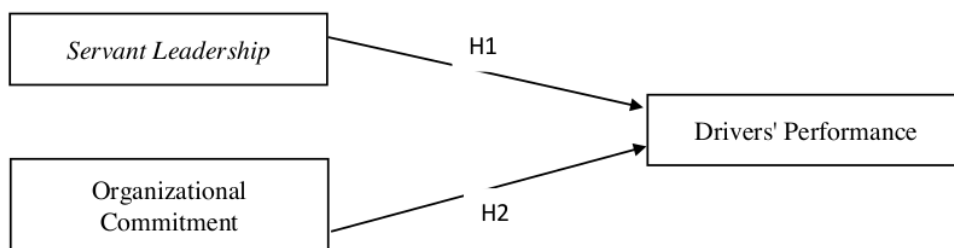


Figure 1. Conceptual Framework

RESEARCH METHODS

Research Approach

The research approach used in this research is a quantitative approach, which was done by recording and analyzing the data obtained with statistical calculations. This study aims to test the hypothesis concerning existing variables and to determine the relationship between these variables. The independent variables (X1) in this study are Servant Leadership and Organizational Commitment and the dependent variable (Y) in this study is Driver Performance. The measurement scale used to operationalize the independent (X) and dependent (Y) variables is a Likert scale with 5 (five) scale levels as follows: Strongly agree (Score 5), Agree (Score 4), Neutral (Score 3), Disagree (Score 2), and Strongly disagree (Score 1).

Operational Definition of Variables

Servant Leadership

Servant leadership (X1) is defined by PT. Serasi Transportation Nusantara a leader who cares about the growth of the life of himself, his followers, and the community so that he prioritizes the value of empowering others compared to the achievement of ambition or patterns towards himself. Servant leadership in this study is measured based on indicators and items according to Patterson in Dennis *et al.*, (2010).

Where:

n = number of samples

Organizational Commitment

Organizational commitment (X2) is defined as the attitudes and beliefs shown by the driver of PT. Serasi Transportasi Nusantara to the organization. In this case, the drivers are united with company values, loyal, and willing to strive for the achievement of company goals. The indicators of organizational commitment are based on Kanning, U. P., Hill, (2015) in the validation of the Organizational Commitment Questionnaire (OCQ) in six languages.

Driver Performance

Driver performance (Y) is the achievement of the driver's work at PT. Serasi Transportasi Nusantara. The driver performance indicators are according to Kazan, (2013).

Data Collection

The types of data used in this study are primary data and secondary data. Primary data were obtained from research subjects, namely respondents to employees and drivers of Taxi Orenz. The data collection procedure carried out in this study was through library research and field research. Sampling (sampling) is a process by having a sufficient number of elements from the population and according to the Yamane formula, calculating the number of samples can be done with a formula (Rakhmat, 2001: 82),

N = total population
d = precision value (0.1)

With an N value of 700 people and a precision value of 0.1, the number of samples will be obtained:

$$n = \frac{700}{700(0.1)^2 + 1} = \frac{700}{(700 * 0,01) + 1} = \frac{700}{700 + 1} = \frac{700}{8,00} = 87.5 \text{ rounded up to 88 people}$$

Data Analysis

The analysis used in this research is management using the PLS method. So that the analysis technique used in this research is path analysis which is processed using the Partial Least Square (PLS) application which is part of

Structural Equation Modeling (SEM). If using PLS-SEM software, the hypothetical relationship between variables is required to pass through the outer model evaluation and inner model evaluation.

Table 1

Variables	Code	Factor Loading	α	γ_s	CR	(AVE)
Servant Leadership	SL1	0.691	0.925	0.929	0.935	0.506
	SL2	0.745				
	SL3	0.696				
	SL4	0.781				
	SL5	0.657				
	SL6	0.727				
	SL7	0.689				
	SL8	0.729				
	SL9	0.694				
	SL10	0.719				
	SL11	0.693				
	SL12	0.717				
	SL13	0.687				
	SL14	0.721				
Organizational Commitment	KO1	0.746	0.805	0.818	0.863	0.558
	KO2	0.670				
	KO3	0.728				
	KO4	0.800				
	KO5	0.785				
Drivers' performance	KK1	0.746	0.778	0.810	0.848	0.585
	KK2	0.652				
	KK3	0.784				
	KK4	0.863				

Note: SL (Servant Leadership), KO (organizational Commitment), dan KK (Drivers' Performance).

Based on Table 2, shows that the Validity Test on all indicators has met the research requirements, hence all indicators affect latent variables.

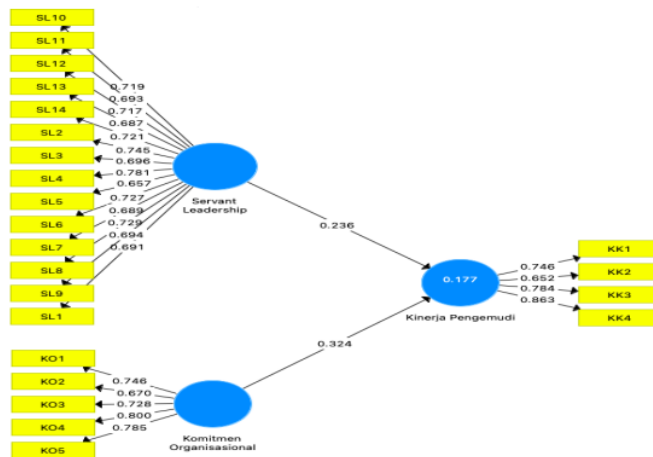


Figure 2. Outer Model

Table 2. Descriptive Analysis Results

Indicators	Mean	Category
Servant Leadership		
My leader has strong moral beliefs	4.31	Very high
My leader has sacrificed to help the needs of the drivers at PT. Serasi Transportasi Nusantara	4.36	Very high
My leader is involved in planning and decision making.	4.36	Very high
My leader wants drivers to have full authority in carrying out their duties	4.36	Very high
My leader is a humble person.	4.40	
My leader believes that everyone deserves respect	4.39	Very high
My leader still cares about the driver even though many drivers disagree with him.	4.34	Very high
The leader remains calm amidst the problems that occur in PT. Serasi Transportasi Nusantara.	4.32	Very high
My leader understands that service is the primary function of leadership	4.30	Very high
My leader understands that serving other people is important.	4.48	Very high
My leader has the same vision as the drivers.	4.36	Very high
My leader identified the needs of drivers before planning a new program at PT. Serasi Transportasi Nusantara	4.48	Very high
The reputation of the leader is determined by the amount of trust from the drivers	4.40	Very high
The leader shows confidence by being open to input from drivers	4.50	Very high
Mean Total	4.38	Very high
Organizational Commitment		
I am willing to help make PT Serasi Transportasi Nusantara succeed	4.34	Very high
I am proud to choose PT Serasi Transportasi Nusantara over other companies.	4.31	Very high
The job at PT Serasi Transportasi Nusantara is useful for me	4.34	Very high
I take full responsibility for the continuity of PT Serasi Transportasi Nusantara.	4.21	Very high
PT Serasi Transportasi Nusantara and I have the same mission	4.31	Very high
Mean Total	4.30	Very high
Driver Performance		
I am aware that the work done at PT Serasi Transportasi Nusantara is an important job.	4.13	High
I can learn new things while doing work from PT Serasi Transportasi Nusantara	4.16	High
My potential is in accordance with a job at PT Serasi Transportasi Nusantara	4.25	Very high
I am aware that the loss to PT Serasi Transportasi Nusantara will affect me if I don't do a good job.	4.23	Very high
Mean Total	4.20	Very high

Note: a description of the respondent's answer to the Servant Leadership variable, a description of the respondent's answer to the Organizational Commitment variable, and a description of the respondent's answer to the Driver Performance.

Table 3. R-Square

Variables	Original Sample - R-Square
Driver Performance	0.177

Note: It is known that the driver's performance has an R-Square value of > 0.50 which means it is a good model.

Table 4. F-Square

Variable Driver Performance	R-Square	F-Square
Included	0.177	0.000
Exclude Servant Leadership	0.122	0.067
Exclude Organizational Commitment	0.073	0.126

Note: It is known that if the Servant Leadership variable is removed the influence on the Driver Performance variable is > 0.02 or has a moderate effect, whereas if the Organizational Commitment variable is removed, then the effect on the Driver Performance variable is > 0.02 or also has a moderate effect.

Table 5. Q-Square

Variable	SSO	SSE	Q ² (=1-SSE/SSO)
Driver Performance	210.000	118.849	0.434

Note: It is known through a blindfolding process that the Driver Performance variable has a Q-Square value of 0.434. Therefore, it shows that Q-Square > 0. It shows that the dependent variable has predictive relevance or explains that the independent variable has predictive relevance to the dependent variable being affected.

Table 6. Path Coefficient

Hypothesis	Variable	Original Sample (O)	T statistic	P Values	Note
H1	Servant Leadership → Driver Performance	0.236	2.453	0.015	Significant
H2	Organizational Commitment → Driver Performance	0.324	3.180	0.002	Significant

Note: If the original sample value shows a positive value then the variables have a positive relationship (and vice versa). If based on the value of T-statistics, the terms of T-statistics > 1.96 (significance level of 5%) and the value of a P-value must be less than 0.05 to conclude that the relationship between the variables being tested is declared to have a significant effect.

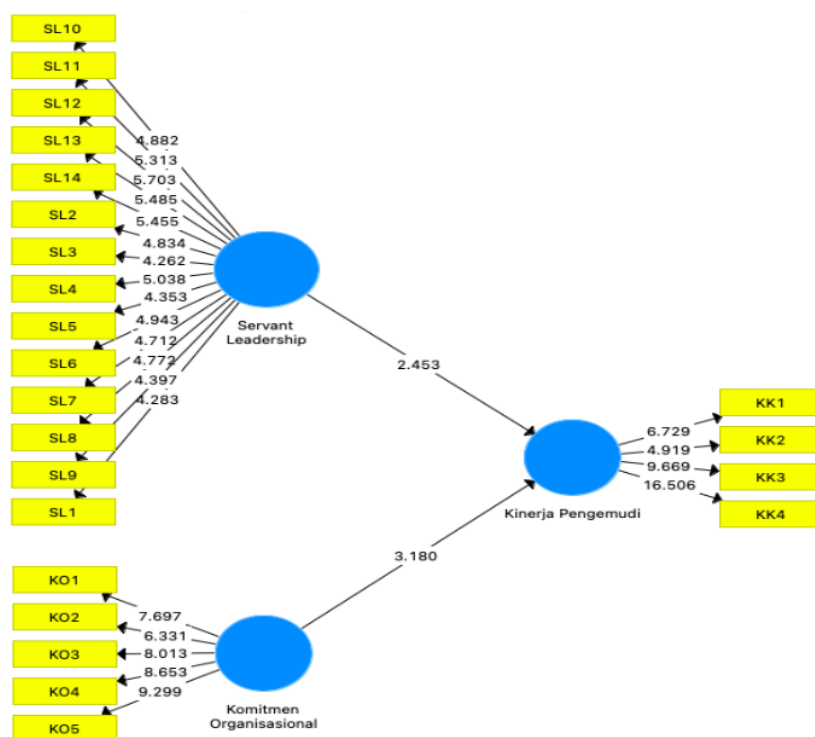


Figure 3. Inner Model

RESULT AND DISCUSSION

Servant Leadership on Driver Performance

In this research, it has been processed using partial least square (SmartPLS) to produce the results of the analysis that Servant Leadership has a significant effect on the Driver Performance of PT. Serasi Transportasi Nusantara (Orenz taxi) Surabaya which can be seen from the original sample results of 0.236 and T-Statistics of 2.453. So, it can be concluded that the employees of PT. Serasi Transportasi Nusantara (Orenz taxi) Surabaya can be influenced by servant leadership style in improving driver performance and it can be concluded that hypothesis 1 is accepted.

It is known that according to Stollberger *et al.*, (2019) that servant leadership can increase organizational effectiveness by facilitating work performance, and work performance is usually shown through things that employees do and the actions they take can contribute to organizational goals. The leader of PT. Serasi Transportasi Nusantara (Orenz taxi) Surabaya is oriented towards

employees by emphasizing serving others, sharing power, promoting teamwork, and building a sense of community both within the workgroup and outside the organization. Hence, the employees can raise awareness about their own potential and get better results from them, which are related to the resulting performance. According to Tripathi *et al* (2020), the focus of servant leadership is not on an organizational norm, but on how employees want to do something and whether it can be done alone. Because the approach is employee-oriented, it is known that the leader of PT. Serasi Transportasi Nusantara (Orenz taxi) Surabaya which applies a servant leadership style of leadership can form a relationship of trust with its employees and can also create strong and positive relationships within the organization in the decision-making process, to balance work with vision and create value for stakeholders both in inside and outside the organization which can also affect performance.

Organizational Commitment on Driver Performance

In this research, it has been processed using partial least square (SmartPLS) and produces the results of the analysis that Organizational Commitment has a significant effect on the Driver Performance of PT. Serasi Transportasi Nusantara (Orenz taxi) Surabaya which can be seen from the original sample results of 0.324 and T-Statistics of 3.180. So, it can be concluded that the employees of PT. Serasi Transportasi Nusantara (Orenz taxi) Surabaya can be influenced by its commitment to work in the company in improving their performance and it can be concluded that hypothesis 2 is accepted.

According to Eliyana *et al.*, (2019) employees with a high level of organizational commitment will show positive behavior towards the organization, give their best, make sacrifices, and have a high level of loyalty to the organization, and have a willingness to stay in the organization. This means that employees of PT. Serasi Transportasi Nusantara (Orenz taxi) Surabaya with a high level of organizational commitment will require efforts to show good achievements including the performance gained from the work they have done. In research Razzaq *et al.*, (2019) have also concluded the positive impact of organizational commitment on employee performance. Drucker's knowledge worker productivity theory also supports that the more an organization treats its workers as a strategic asset, the more committed workers will be and can further improve their performance. So that employees who have been involved in organizational commitment can consistently improve their performance which can be used in determining the expected results of the organization. In such cases, the drivers feel high or low in performance, they still have a high commitment to the organization. This condition can occur because the drivers have a strong emotional attachment to the organization, a sense of pride in being part of the organization, and a desire to continue working in the organization.

CONCLUSION AND SUGGESTION

Conclusion

Based on the discussion that has been explained, it can be concluded that servant leadership has a significant effect on driver performance. This means that the servant leadership style used by the leader makes a significant contribution to improving the performance of drivers at PT. Serasi Nusantara Transportation (Orenz taxi) Surabaya. Furthermore, organizational commitment has a significant effect on driver performance, and it means that organizational commitment can improve driver performance at PT. Serasi Nusantara Transportation (Orenz taxi) Surabaya. According to Liden *et al.*, (2008) it is known that servant leadership will naturally tend to build strong, positive, and long-term relationships with each follower and can further improve higher performance in these employees, and according to Bonaparte in Nikpour (2017), organizational commitment has a positive impact on the performance of the employee.

Suggestion

The suggestion that can be given based on the research results is that the leader of PT Serasi Transportasi (Orenz taxi) Surabaya is more responsive and quicker to the problems at PT. Serasi Nusantara Transportation so that the organization that is run becomes more effective and efficient. In addition, it can be seen through the average result on the driver's performance variable that the smallest is 4.13 and this means that employees say that they are aware that the work done at PT Serasi Transportasi Nusantara is an important job. Even though

it is still in the high category, these results show the smallest average. So that employees at PT Serasi Transportasi (Orenz taxi) Surabaya are advised to feel more aware that the work they are currently doing is an important and positive job for their lives. It aims to maintain and improve their performance while working, which in turn also creates things that are more profitable for the organization and themselves.

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