

ABSTRACT

This research is motivated by problems related to employee performance at PT.Telecommunications Indonesia Bandung Witel Office where there is a fluctuating movement of employee performance levels in 2015 to 2017 and employee performance that has not met the performance evaluation standards set by the company. Based on the results of the pre-survey servant leadership questionnaire stated that the theory of servant leadership has been applied conceptually at PT.Telecommunications Indonesia Bandung Witel Office. Northouse (2013:217) states that the results of servant leadership are the performance and growth of followers and organizational performance. However, the fact is the application of servant leadership has not been able to have a positive impact on employee performance. Therefore, further research is needed related to the application of servant leadership and how the influence of servant leadership on employee performance through employee engagement at PT. Telekomunikasi Indonesia Bandung Witel Office.

This study has several objectives, first, to find out the application of servant leadership. Second, to find out the level of employee performance. Third, to find out the level of employee engagement. Fourth, to determine the effect of servant leadership on employee performance. Fifth, to determine the effect of servant leadership on employee engagement. Sixth, to determine the effect of servant leadership on employee performance through employee engagement as an intervening variable at PT.Telecommunications Indonesia Bandung Witel Office.

The method used in this study is a quantitative method with the type of descriptive and causal research. The type of data needed for research is primary data and secondary data. Sampling was done by non-probability sampling method with saturated sampling with a total of 60 respondents. Data analysis techniques used descriptive analysis and path analysis to determine the effect of servant leadership on employee performance through employee engagement as an intervening variable.

The results showed that the variables of servant leadership, employee engagement and employee performance were in the good category. The path analysis results show that servant leadership has a significant effect on employee engagement by 0,538 or 53,8%. Servant leadership has a significant effect on employee performance by 0.460 or 46%. Servant leadership on employee performance through employee engagement has an influence of $(0.538 \times 0.422) = 0.227$ or 27% which means that employee engagement can mediate servant leadership on employee performance even though the value of the direct effect is greater than the indirect effect. The variance value of the dependent variable is 0.633, which means there are 63% other factors that cannot be explained by the independent variables.

Keywords: servant leadership, employee engagement, employee performance