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**THE IMPACT OF SERVANT LEADERSHIP AND WORK DISCIPLINE ON  
EMPLOYEE PERFORMANCE AT PT. X CALL CENTER SECTION X**

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**Abstract**

The focus of this research is to investigate the effect of servant leadership and work discipline on the performance of PT X employees in the X call center section. This research is a descriptive quantitative research. The population is the employees of the call center section of PT X. The sampling technique utilizes saturated sampling technique, namely all members of the population are sampled, totaling 61. Data collection was carried out by distributing questionnaires scored according to the Likert scale. In order to examine how servant leadership and work discipline affect employee performance, researchers used a correlation approach, determination test, partial test, simultaneous test, and multiple linear regression. The results of hypothesis testing show that both together and partially, servant leadership and work discipline have a positive and significant influence on employee performance. The results can be interpreted that a high level of servant leadership and discipline can produce high performance.

**Keywords:** Performance, Servant Leadership, Work Discipline

## INTRODUCTION

The development of an increasingly competitive world of work to date, the success of the company is highly dependent on employee performance, because of this, it is necessary for companies to understand well the various factors that affect employee performance in order to achieve optimal company goals. PT X is a telecommunications company that handles information and communication services. The call center X section of PT X is the section that receives calls from customers to ask for information about products from PT X and receive reports for reports of interference experienced by customers of PT X products. The call center section plays an important role in serving customers. Customer happiness and company reputation are greatly affected by how good X's call center employees are for company X. Therefore, research on servant leadership and work discipline, among others, is needed to determine how these elements affect the productivity of call center X employees in company X. Previous research, particularly that conducted by (Fahrana, 2022; Rachman et al., 2021; Rahayu et al., 2023) has stated that servant leadership significantly and positively affects performance. Workplace discipline, according to research (Jufrizen, 2021; Permadi et al., 2018; Rahayu, 2024) also significantly and positively affect productivity. According to research conducted by (Agatha & Go, 2022; Simatupang & Safitri, 2023) servant leadership does not have a significant impact on employee performance. Similarly, work discipline does not have a positive and significant impact on employee performance. (Awaliya & Endratno, 2023; Lestari & Afifah, 2020).

The intricate web of relationships between servant leadership, work discipline, and employee performance in the ever-changing call center business has been uncovered by more research. Research by (Retno et al., 2020) demonstrating servant leadership not only improves performance, but also builds employee resilience in the face of high pressure in a call center environment. This is supported by the findings of (Simatupang & Safitri, 2023) which emphasizes the importance of servant leaders in creating a work environment that supports the mental well-being of call center employees, thereby minimizing the level of burnout that often occurs. Meanwhile, (Tanjung & Rasyid, 2023) found a positive correlation between work discipline and call center response speed and information accuracy - two key performance metrics in the industry. On the contrary, (Sarwar et al., 2021) identified that the

relationship between servant leadership and performance can be moderated by organizational culture factors, where the effect becomes insignificant in highly hierarchical cultures. In addition, research from (Muliadi, 2018) shows that the effectiveness of work discipline in improving performance is highly dependent on the clarity of standard operating procedures and the reward-punishment system applied, while the effectiveness of work discipline in improving performance is dependent on the clarity of standard operating procedures and the reward-punishment system applied. (Mulang, 2022) confirmed that the integration of performance monitoring technology with a servant leadership approach creates stronger synergies in improving the performance of call center employees in the era of customer service digitalization.

## **REVIEW OF LITERATURE**

### **Servant Leadership**

One type of leadership known as servant leadership prioritizes the needs of others under its care. A great leader models servant leadership by being selfless in serving others and by motivating them to keep going when the going gets tough. (Octaviani & Muhardi, 2022). The management approach known as servant leadership prioritizes the growth and well-being of workers over organizational goals. Company leaders who use servant leadership will better serve, empower, and support employees to achieve their best potential. In line with Greenleaf, Mc Shane and Glinow (2018) in (Rahayu et al., 2024) explains that servant leadership not only prioritizes the achievement of organizational goals, but also prioritizes the well-being of individuals within the organization. Leaders who adopt this style focus on empowering others, helping them develop, and providing support to reach their full potential. (Lesminadi et al., 2021) revealed that in servant leadership, the leader sees himself as a servant to his team, not as an authority that must be respected. This means that the leader focuses more attention on listening, understanding, and responding to the needs of subordinates, and ensuring that their needs are met before thinking about personal or organizational goals. In this way, servant leadership seeks to create a work environment of empathy, trust, and mutual respect. Some of the important characteristics of servant leadership identified by McShane and Glinow (2018) in (Rahayu et al., 2024) among others:

(1) Empathy: Servant leaders must be able to understand the feelings and perspectives of others, and pay attention to their emotional needs. (2) Active listening: A servant leader must be a good listener and open to input and suggestions from team members, (3) Development of others: servant leaders are committed to helping others develop personally and professionally. They provide guidance and opportunities for subordinates to learn and improve their abilities, (4) Promoting community: Servant leaders seek to create a sense of community within the organization, encouraging collaboration and strong relationships among team members. (5) Awareness: Servant leaders must have high self-awareness to understand how their actions and decisions affect others. With this approach, (Awaliya & Endratno, 2023) asserts that servant leadership can create healthier relationships within organizations, as well as increase team motivation and performance. Servant leaders help create a positive organizational culture, where trust and cooperation are key to achieving common goals. Research by (Ayuningtyas & Nurhayati, 2023) explained that servant leadership has a positive and significant impact on performance.

The study (Awaliya & Endratno, 2023) strengthened the understanding of servant leadership by revealing that this leadership style significantly encourages employees' innovative behavior through the establishment of a culture of continuous organizational learning. They found that effective servant leaders not only meet employees' basic needs but also create an environment conducive to the development of creativity and knowledge sharing, which is particularly important in high-tech industries such as call centers. In addition, longitudinal research by (Rachman et al., 2021) identified that servant leadership has long-term effects on organizational resilience during times of crisis, with the example of the COVID-19 pandemic, where they showed that leaders who applied servant leadership principles managed to sustain team performance by building a sense of psychological safety and prioritizing employee well-being even in situations of high uncertainty, which resulted in higher levels of employee engagement and a significant decrease in turnover intention.

### **Work Discipline**

Leadership style has an impact on staff performance, and one of its components is work discipline. Discipline in the workplace means being conscientious and following all rules and regulations. One definition of discipline is a group's adherence to established rules.

Management uses discipline as a mechanism to incentivize workers to comply with business policies and procedures. Discipline is management's attempt to motivate workers to comply with the various laws of the organization. (Sutama & Lisa, 2018). According to Soekidjo in (Nawir & Sulis Rifka Afifah, Rahmi Annisa Bachtiar, 2024), Work discipline is influenced by various factors which are the main indicators, including: (1) good use of time, (2) maximum use of office facilities, (3) great responsibility, and (4) compliance with company rules. Disciplined employees will comply with established work norms and operational standards, thereby increasing work efficiency and effectiveness.

Work discipline significantly impacts an individual's effectiveness at work. Great work discipline is able to motivate individuals to work in a more systematic, concentrated and attentive manner. This will help the organization in achieving its goals. Research (Mawardi et al., 2024; Mulang, 2022; Nurhalizah & Oktiani, 2024) indicates that work discipline has a positive and significant impact on performance.

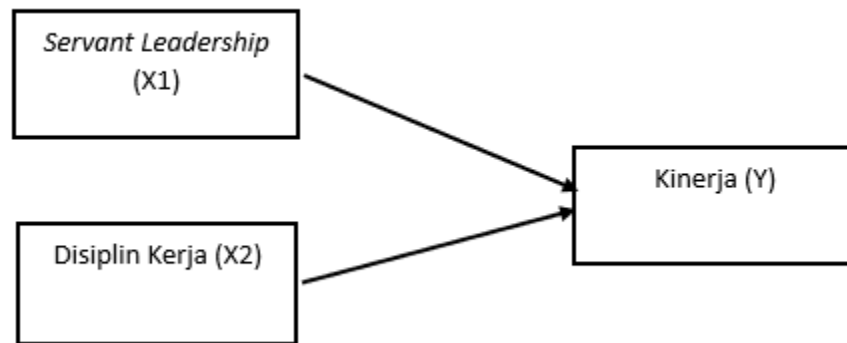
Latest research from (Nyoman et al., 2023) brought a new perspective on work discipline in the post-pandemic era of hybrid work, where they found that traditional work discipline indicators need to be adapted for remote work environments. Their study revealed that work discipline measured through self-management of time, consistency in target achievement, and adherence to digital communication protocols have a stronger correlation with productivity in contemporary work settings than conventional physical presence parameters. Meanwhile, a comprehensive investigation by (Nyoman et al., 2023) highlighted the crucial role of performance monitoring technology in facilitating work discipline in the customer service sector, particularly in call centers, where they found that the implementation of a transparent real-time analytics system not only improved adherence to standard operating procedures but also created a culture of collective accountability that encouraged employees to support each other in meeting service standards, ultimately increasing customer satisfaction by 27% in their case study of several Indonesian telecommunications companies.

### **Employee Performance**

Performance reviews give an idea of how hard workers work for the company and how dedicated they are to their jobs. When an employee completes his or her tasks as directed, his or her performance is measured by the quality and number of results he or she

achieves. (Rahayu, 2024) found that leadership style and work discipline are two variables capable of raising performance. Strategies to improve workplace productivity are to adopt a management style that promotes and improves workplace discipline.

The authors have used this data to test the following hypotheses and research model on the impact of servant leadership and work discipline on performance:



**Figure 1.**  
**Research Model**

The hypotheses in this study are:

H<sub>1</sub>: Servant Leadership has a positive and significant impact on performance.

H<sub>2</sub>: Work discipline has a positive and significant impact on performance.

H<sub>3</sub>: Servant Leadership and work discipline have a significant impact on performance.

Meta-analysis by (Agustriani et al., 2022) offers an integrative perspective on employee performance in the contact center industry by identifying that emotional intelligence developed through personalized training has a strong moderating effect on the relationship between servant leadership and employee performance, especially in handling complex customer situations. Their research suggests that superior performance in service-based industries such as call centers depends not only on procedural discipline and supportive leadership but also on the development of interpersonal competencies that enable employees to adapt to various customer emotional states. These findings are reinforced by a longitudinal study (Sarwar et al., 2021) involving 850 call center agents in five multi-industry companies, which revealed that a development program co-designed by leaders and employees, and anchored on servant leadership principles, resulted in sustained performance improvements that exceeded conventional incentive-based programs, with key indicators such as first-call

resolution and customer satisfaction score showing significant and sustained improvements over the two-year evaluation period.

## RESEARCH METHOD

Research methods are systematic mechanisms used to collect data with a specific purpose and provide benefits. (Sugiyono, 2020). This study utilizes quantitative methods that focus on analyzing numerical data. According to (Sahir, 2022), quantitative research is a positivism-based method that uses an organized and methodical approach to study phenomena and the relationships between their components. To test the hypothesis, researchers collect data using a questionnaire and then analyze it quantitatively or statistically. The population of this study included all call center workers of PT X, totaling 61 people at PT X. Sampling was done using saturated sampling technique, in which all members of the population were used as samples. After formulating the hypothesis the author used google form to distribute questionnaires with comments on the research variables on a Likert scale from 1 to 5. This made data collection possible. SPSS version 29 was used to analyze the data, focusing on linear regression analysis. dasar dengan memakai korelasi, determinasi, uji parsial, dan uji simultan. Alat-alat penelitian yang used in this research have passed validity and reliability tests to ensure their suitability for measurement purposes.

## RESULTS AND DISCUSSION

### Respondent Demographic Data

**Table 1.**  
**Recapitulation of Respondent Demographic Data**

Number	Item	Description	Total
1	Age (year)	20-30	15
		31-40	27
		41-50	17
		> 50	2
2	Gender	Man	32
		Woman	29
3		< 2	6
		3-5	24

Length of Employment (years)	> 5	31
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Source: Primary data, processed (2025)

### Feasibility Test of Research Instruments

**Table 2.**  
**Instrument Feasibility Test Summary**

	Variabel	Range of r count	rtable
X <sub>1</sub>	Servant Leadership	0,799 – 0,916	0,252
X <sub>2</sub>	Work Discipline	0,650 – 0,882	0,252
Y	Employee's Performance	0,699 – 0,811	0,252

Source: Primary data, processed (2025)

The validity test results shown in Table 2 indicate that all indicators in the servant leadership variable (X1), work discipline (X2), and employee performance (Y) are valid.. This conclusion is based on the rcount value, which is higher than the rtable (0.252), and the significance value (Sig) is below 0.05.

### Reliability Test of Research Instruments

**Table 3.**  
**Instrument Reliability Testing**

	Variabel	rtable	Cronbach's Alpha
X <sub>1</sub>	Servant Leadership	0,6	0,954
X <sub>2</sub>	Work Discipline	0,6	0,916
Y	Employee's Performance	0,6	0,930

Source: Primary data, processed (2025)

The reliability test results shown in Table 3, it can be seen that the Cronbach's Alpha values for servant leadership (0.954), work discipline (0.916), and employee performance (0.930) all exceed the minimum limit set, namely 0.6. This states that the research instruments used have a high level of consistency and reliability, so they can be used for subsequent analysis.

**Normality Testing**

**Table 4.**  
**Normality Test**

<b>One-Sample Kolmogorov-Smirnov Test</b>		<b>Unstandardized Residual</b>
N		61
Normal Parameters <sup>a,b</sup>	Mean	,0000000
	Std. Deviation	2,98842509
Most Extreme Differences	Absolute	,132
	Positive	.132
	Negative	-,098
Test Statistic		,089
Asymp.Sig. (2-tailed) <sup>c</sup>		,100

Source: Primary data, processed (2025)

The results of the normality test using the one-sample Kolmogorov-Smirnov test stated the Asymp. Sig. (2-tailed) value of 0.100. This value exceeds the significance limit of 0.05, which indicates that the research data meets the assumption of normal distribution. Thus, the data is suitable for analysis using parametric statistical methods.

**Multicollinearity Test**

**Table 5.**  
**Multicollinearity Test**

<b>Model</b>	<b>Collinearity Statistics</b>	
	<b>Tolerance</b>	<b>VIF</b>
1	(Constant)	
	Servant	,847
	Leadership	
	Work	,847
	Discipline	1,181

Source: Primary data, processed (2025)

Multicollinearity testing with a Tolerance value for servant leadership and work discipline of 0.847, and a VIF (Variance Inflation Factor) value of 1.181 for both variables. Because the tolerance value > 0.10 and the variance inflation factor < 10, it can be concluded that there is no multicollinearity problem between the independent variables. these two

variables are mutually independent and do not have a high correlation, so they are suitable for use in regression analysis.

### Heteroscedasticity Test

**Table 6.**  
**Glejser Heteroscedasticity Test**

	<b>Model</b>	<b>B</b>	<b>Std. Error</b>	<b>Beta</b>	<b>T</b>	<b>Sig.</b>
1	(Constant)	3,163	2,470		1,280	,206
	Servant Leadership	-,015	,052	-,040	-,281	,780
	Work Discipline	-,020	,077	-,037	-,257	,798

Source: Primary data, processed (2025)

The results of the heteroscedasticity test using the Glejser method, the significance value (Sig.) is servant leadership (X1) is 0.780, and for work discipline (X2) is 0.798. Because both significance values are > 0.05, there is no heteroscedasticity. The residual variant of the model is constant (homoscedastic), so the linear regression assumption is met and the regression analysis results can be considered valid.

### Multiple Linear Regression Test

**Table 7.**  
**Multiple Linear Regression Analysis Testing**

<b>Model</b>		<b>B</b>	<b>Std. Error</b>
1	(Constant)	-,758	3,443
	Servant Leadership	,579	,073
	Work Discipline	,910	,108

Source: Primary data, processed (2025)

The results of multiple linear regression analysis resulted in a regression equation  $Y = -0.758 + 0.579X_1 + 0.910X_2$ . The constant value of -0.758 indicates that when the variables of servant leadership (X1) and work discipline (X2) are zero, the prediction of employee performance (Y) is negative. However, this interpretation is more theoretical and has no relevant practical implications. The regression coefficient for servant leadership (X1) of 0.579 states that every one unit increase in this variable, employee performance will increase by 0.579 units, assuming other variables are constant. On the other hand, the coefficient of

work discipline (X2) of 0.910 indicates that every one-unit increase in this variable will increase employee performance by 0.910 units. This indicates that work discipline (X2) has a more dominant impact on employee performance than servant leadership (X1). Overall, both independent variables have a significant impact on improving performance.

**F Test**

**Table 8.**  
**F Test Results (Simultaneous)**

<b>Model</b>		<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig</b>
1	Regression	2044,093	2	1022,047	110,627	,000 <sup>b</sup>
	Residual	535,841	58	9,239		
	Total	2579,934	60			

Source: Primary data, processed (2025)

The results of the F test found the calculated F value of 110.627 with a significance level of 0.000. With a significance value  $<0.05$  and F count (110.627)  $>$  F table (3.16), the servant leadership (X1) and work discipline (X2) variables together (simultaneously) have a significant effect on employee performance (Y). These two independent variables are statistically able to explain changes in the dependent variable. based on these results, the proposed regression model is proven valid and significant in explaining the impact of servant leadership and work discipline on the level of employee performance.

**The T-Test**

**Table 9.**  
**The result of the T-Test (Partial)**

<b>Model</b>		<b>B</b>	<b>Std. Error</b>	<b>Beta</b>	<b>t</b>	<b>Sig</b>
1	(Constant)	-,758	3,443		-,220	,826
	Servant Leadership	,579	,073	,519	7,977	,000
	Work Discipline	,910	,108	,548	8,433	,000

Source: Primary data, processed (2025)

The t-test results state that both independent variables, servant leadership (X1) and work discipline (X2), partially have a significant effect on employee performance (Y). For servant leadership, the calculated t value of 7.977 > t table (1.671) with a significance of 0.000, stating that this variable has a positive and significant effect on employee performance. Similarly, with work discipline, the calculated t value of 8.433 is also greater than the t table (1.671) with a significance of 0.000, which indicates a positive and significant effect on employee performance.

**Coefficient of Determination**

**Table 10.**

**Coefficient of Determination Analysis**

<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>
1	,890 <sup>a</sup>	,792	,785	3,040

Source: Primary data, processed (2025)

The R Square (Coefficient of Determination) value of 0.792 states that 79.2% of the variation in employee performance (Y) can be explained by the servant leadership and work discipline variables. The remaining 20.8% is influenced by other factors not included in this research model.

**Table 11.**

**Interpretation Guidelines for Correlation Level**

<b>Relationship Level</b>	<b>Correlation Value Range (R)</b>
Very High	0,80-1,000
High	0,60-0,799
Medium	0,40-0,599
Weak	0,20-0,339
Very Weak	0,00-0,199

Source: Secondary data, processed (2025)

Based on the correlation coefficient test results above, the R value is 0.890. According to the correlation coefficient guide, this value is in the interval 0.80-1.000, which indicates that the relationship between servant leadership (X1), work discipline (X2), and employee

performance (Y) is very strong. This means that both independent variables are closely related to the dependent variable.

### **The Effect of Servant Leadership on Employee Performance**

The significance value and regression coefficient for servant leadership (X1) are 0.579 and 0.000, respectively, based on multiple linear regression analysis. The results found that servant leadership has a substantial positive influence on workplace productivity. Worker output increases with the prevalence of servant leadership. Previous research by (Cahya et al., 2021), shows that servant leadership, where leaders empower and encourage their subordinates, greatly improves employee performance. This result is the same as the study.

Research from (Lestari & Afifah, 2020) also supports this conclusion, indicating that servant leadership encourages teamwork and motivates workers to give their best. According to (Susanto et al., 2024), servant leadership increases morale and commitment, which makes workers more invested and productive. According to (Simamora et al., 2019), one of the most significant aspects of improving performance is building employee trust and loyalty. Servant leadership can help with this.

Consistent with other research, these findings support the notion that servant leadership significantly impacts organizational outcomes.

### **Effect of Work Discipline on Employee Performance**

Work discipline (X2) was analyzed using multiple linear regression. The regression coefficient was 0.910 with a significance level of 0.000. This finding states that there is a positive and statistically significant relationship between work discipline and employee performance (Y). The more disciplined employees are in obeying work regulations, the better their performance will be. This research corroborates the results of previous research by (Pawar, 2017), that enforcing rules and regulations in the workplace greatly improves efficiency and effectiveness, especially in environments where people must be held to their word.

Work discipline encourages an orderly and efficient work culture, which in turn affects the achievement of organizational goals (Milliana et al., 2023), that support this conclusion. Work discipline improves individual performance and encourages more

collaboration (Pawar, 2017), workplace discipline has a positive effect on productivity as it reduces the likelihood of errors and raises the standard of output. (Susanto et al., 2024).

Following the logic of previous research, it can be concluded that work discipline significantly affects employee performance.

### **The Effect of Servant Leadership and Work Discipline on Employee Performance**

The combination of servant leadership (X1) and work discipline (X2) significantly affects employee performance (Y), based on multiple linear regression analysis. At a significance level of 0.000, the calculated F value of 110.627 is greater than the F table value of 3.16. In addition, the regression coefficients for servant leadership (0.579) and work discipline (0.910) are also statistically significant (0.000). Work discipline appears to have a major impact on employee performance, while both elements positively and significantly influence it.

This finding is in line with research (Simatupang & Safitri, 2023), shows how servant leadership creates a supportive and empowering work atmosphere, which in turn improves performance. Work discipline is critical to achieving peak performance, especially in environments that demand reliability and responsibility (Awaliya & Endratno, 2023), in work.

Research from (Tanjung & Rasyid, 2023), found that work discipline is the main factor contributing to the positive influence of servant leadership on employee performance. The data that servant leadership and work discipline synergistically improve employee performance further supports this finding (Permadi et al., 2018).

Both the individual and collective effects of the independent variables on the dependent variable. With this knowledge, organizations can maximize performance by implementing servant leadership styles and fostering a more disciplined work environment.

### **CONCLUSION**

Based on the research results, the performance of PT X Call Center X employees is positively and significantly influenced by a combination of servant leadership and work discipline. The two factors, when combined, will fully explain fluctuations in employee performance. PT X Call Center X employees will perform better with servant leadership

because this leadership style creates a stimulating and motivating work environment. The performance of PT X Call Center X employees is positively and significantly influenced by work discipline due to an increased sense of responsibility and consistency at work. These two elements complement each other and are very important in improving employee performance.

Based on these findings, it is recommended that companies improve the implementation of servant leadership through training and development of managers. Enforcement of work discipline through a transparent and fair reward and punishment system is also an effective strategy. It is suggested that future research include additional variables such as work motivation or organizational culture and expand the sample size to other areas to obtain more comprehensive research results. Thus, steps to improve employee performance can be implemented more comprehensively and sustainably.

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