
**PROMOTING DEVOTION TO ONE'S WORK: THE SERVANT LEADER'S
IMPORTANCE, WHAT MOTIVATES WORKERS, AND PROFESSIONAL
ETHICS**



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Abstract

This research aims to determine the influence of servant leaders, work motivation, and work ethic on employee work commitment at PT. Famous Shoes Factory. This research approach is quantitative, using primary data obtained from 385 respondents. The analysis method uses multiple linear regression. The findings show that servant leaders have a significant positive effect on employee work commitment. However, the results are different in terms of work motivation and work ethic, which are unable to influence employee work commitment. However, if these three factors a role simultaneously, they can have a significant positive influence on the development of employee work commitment. This study provides new knowledge about the importance of serving leaders in leading companies. This research can rule out the role of work motivation and work ethic in creating work commitment. The implications of these research findings are significant for company leaders and academics for further research in building employee work commitment in a firm.

Keywords: Servant leadership, Work Motivation, Work Ethic, Work Commitment

INTRODUCTION

When it comes to achieving success as a business, human resources constitute the most crucial factor. mainly due to the fact that they become the primary assets that are not equivalents (Putri & Frianto, 2019; Setyowati et al., 2023). People continue to be the ones who create and move things, despite the fact that machines have taken over practically all of the work that men used to do. The performance of the company can be improved through the use of machines, which are merely tool supporters. In order to function, machines and technology utilise processes that are recurrent, standard, and automatic. With the conditions of employing appropriate human resources with skills and a supportive atmosphere through the position of a servant leader, human resources can work in a manner that is flexible in line with what the firm demands (Lestari, 2017; Zahroh et al, 2025). This is possible because of the role of a servant leader.

According to Razikin et al. (2022), the duty of a servant leader in a corporation that is based on responsibility is to provide answers to important serving subordinates and to prioritise the interests of interested subordinates over those of the interested leader. The employees of a soulful leader are served, and the leader is able to grow in happiness with both the employees and, most importantly, with himself. The purpose of this matter is to create skilled personnel, including the ability to communicate effectively with other employees, as well as to develop work motivation in order to indicate that more work is being done inside the organisation (Pala'langan, 2021).

As a result of an individual's desire to be stimulated and to take action, work motivation is achieved. Increasing an employee's motivation can be accomplished by acknowledging that determination and necessity have become the driving force behind and the reason for his work (Maksum, 2020). The commitment of employees to the firm may be improved via the implementation of appropriate actions, and they are also required to perform each and every task that has been allotted to them in an effective manner in order to assist them in achieving efficiency and the best possible organisation (Setyowati et al., 2023; Amalou, 2024). In addition to this, it is essential to establish work ethics in rule-restrictive firms and for employees to comply with what is not nearly sufficient to perform their job (Firmansyah et al., 2021). This is because deep motivation is not just about work, but it is also about the work itself. The goal of work ethic is to ensure that an individual not only performs their work but also cultivates a harmonious relationship between the enhancement of their individual and social bonds (Pranata, 2017). The ability to bring up work dedication for employees who do work so well is one way to evaluate a positive attitude towards work (Azizah & Ma'rifah, 2018). Hard work and ability are two other ways to evaluate a positive attitude towards work.

According to Akob (2018), where an employee stands in a company and whether or not he has the goal of retaining his place in the company is a good indicator of his level of devotion to his work. According to Fadlilah et al. (2018), working dedication has an effect on performance, it is the driving force behind the resources, and it has a significant impact on the overall success of the company. In light of this, role resources are a tool by which a company can achieve its goals and fulfil its mission. In the event that it is significant, they are able to walk regularly in order to ensure that the worker will continue to be satisfied (Muis et al., 2018). Therefore, the purpose of this research is to investigate the relationship

between the many factors that have an impact on employees at PT. It is the oldest shoe manufacturing in Indonesia, and it is known as Famous Shoes manufacturing. The findings of this study have the potential to become the primary factor in improving the quality of work performed by employees.

REVIEW OF LITERATURE

Commitment Organization

Organisational commitment is defined as the desire of an individual to continue being a member of the organisation in order to accomplish the objectives of the organisation (Nabhan & Munfa'ati, 2021). The allegiance of each individual to the advancement of the organisation is what is meant by the term "organisational commitment." In the realm of work, human integration in business organisations remains a significant problem that needs to be addressed. This is significant since dedication is the most crucial element in an organisation, particularly for those individuals who hold higher positions and are required to have this mindset while they are on the job (Muis et al., 2018). It is possible for employees to become more accountable and committed to the organisation through the process of organisational commitment. When employees have the intention of advancing their careers inside the organisation, they are more likely to be engaged in their work. Furthermore, according to Ramli and Yudhistira (2018), employees want things such as a high wage, a decent working atmosphere, and an open promotion policy that allows for advancement.

Servant Leader

A person who is able to serve others and lead others, as well as someone who is able to combine the two in order to achieve strength, is a servant leader. The beginning of the stressful leader service began with the sensation of wanting, experiencing, and appreciating service. (From Suryati, 2021) In addition to having the ability to influence the behaviour of employees, managers are accountable for providing answers to questions such as control management, which is typically necessary in order to overcome difficulties, issuing regulations, developing official plans, preparing a stringent organisational structure, and finally putting into action results that are based on the plans that were implemented.

Work Motivation

Motivation is a form of style psychology that emerges as a result of influencing elements that are both internal and external to an individual. An individual is able to carry out task work in a manner that can lead to the achievement of the objective or the target firm; this is made possible through work motivation. As a leader, you are responsible for providing your subordinates with motivation. In any situation, managers are required to have an understanding of the motivation that is required of their employees (Saleh & Utomo, 2018). In order for an individual to be able to make full use of all of his capabilities in order to achieve objective organisation, work motivation is the process of searching for latent potential within oneself. In 2017, Bahri and Chairatun Nisa are cited. High work demands the monitoring of employees who are particularly purposeful in order to attain the desired level of motivation. so that the company can generate earnings that are sustainable throughout time. According to Kharisma and Rosia (2022), an organisation can be the source of motivation for its employees when it is an objective firm that is founded on the goals and needs of its employees.

Work Ethic

By contributing to the accomplishment of organisational objectives, a work ethic that is effectively implemented will bring about beneficial benefits for the companies that it serves. As a means of achieving happiness and a sense of fulfilment in one's life, work ethics places an emphasis on creativity in the workplace. In light of this, work ethics necessitate characteristics like as honesty, truthfulness, shame, personal purity, frugality, and simplicity (Fadhlorrohman & Mas'ud, 2022). An individual that demonstrates a work ethic will be committed to the work that they complete. The concept of work ethics teaches that work is a virtue that holds a person accountable for his or her work and ensures that it is carried out in an honest and sincere manner. An individual who demonstrates a high level of dedication to their work also demonstrates a high level of dedication to the organisation in which they are employed (Fahmi, 2020).

A leader who emerges from a genuine dedication to serve others is referred to as a servant leader. In most cases, managers put the needs of their employees first and consider them to be friends while they are on the job. Because of this, the relationship between managers and staff is extremely close due to the fact that both parties are invested in the organisation (Alviani et al., 2021). According to Nadir (2016) and Kamanjaya et al. (2017), a servant leader are able to serve and lead an organisation, and they are also able to mix the two in order to develop ethos work, which is something that should be owned by a leader. Therefore, it is possible to draw the conclusion that servant leaders have a good impact on the level of dedication to work.

Work Motivation and Work Commitment

According to Can and Yasri (2016), work motivation is a process that encourages employees to work in accordance with their wishes so that they can get their task done with sincerity and without being forced to do so. According to Manurung and Riani (2017), an organisation will be successful in carrying out the work program if the individuals who work for it are capable of carrying out their tasks with good in accordance with the work of the department and are responsible for the response. The opposite of low motivation, which works on employees rather than giving rise to difficulties in the organisation company (Asi et al., 2021; Rumangkit & Haholongan, 2019), is high work motivation, which can grow spirit performance in the workplace. As a result, we are able to draw the conclusion that work motivation is both influential and favourable to work commitment.

Work Ethic and Work Commitment

It is necessary for employees to be aware of their work ethic in order for the organisation to achieve its maximum potential (Hardiani & Sugiarto, 2023). It is essential to have a work ethic in order to evaluate the quality of someone's behaviour, which can be determined by the amount of effort that they put forth (Wahyun, 2023). Work ethics is not only the evaluation of a person's actions with reasonable, but also grounded, applicable standards that cannot be held necessarily, but must be done in a way that is gradual so that employees are capable of learning and applying all parts of ethos that are applicable to work (Nazah & Nafil, 2021). One might therefore draw the conclusion that work ethic has a beneficial influence on dedication to the organisation.

Effects of Server Leader, Work Motivation, and Work Commitment on Work Commitment

As a third variable, servant leadership, work motivation, and work commitment are all factors that complement and strengthen one another. It gives rise to an atmosphere that is conducive to good and productive work. Staff members get a sense of being encouraged and empowered when their leaders serve with good, which in turn boosts their motivation. According to Hardiani and Sugiarto (2023), high motivation is characterised by the encouragement of employees to cultivate a strong work ethic and ethos, which in turn strengthens commitment to both the organisation and the task itself.

RESEARCH METHOD

The purpose of this study is to investigate the relationship between servant leaders, work motivation, and work ethic when it comes to fostering commitment among employees at PT Famous Shoes Factory in Semarang. The research methodology utilised in this study is quantitative. The research strategy is a correlational one, with the objective of determining and quantifying the strength of the link between these variables as well as the direction in which it is moving.

For the purposes of this study, the population consists of a corporation that has 385 individual workers. It is necessary to employ a method of sampling that is random in order to guarantee that every individual in the population has an equal opportunity of being chosen. Sugiyono (2018) states that a total sample size of 385 respondents is a total sample from personnel working in one division of the company. This information is derived from the table that Isaac and Michael created.

Instruments for the Collection of Data - The information is gathered through the use of a structured questionnaire that is constructed with Likert scale items that range from 1 to 5. A number of factors, including work ethic, job drive, and servant leadership, are evaluated through the use of the questionnaire. The work in order to establish a commitment group within the organisation. Pearson's correlation is used to determine whether or not the questionnaire is valid. Pearson's correlation reveals that all of the items have a significance level that is lower than 0.05, which indicates that they are legitimate. With a result of 0.677, the reliability of the instrument is evaluated using Cronbach's alpha, which indicates that the instrument has a good level of internal consistency and dependability.

In order to evaluate the hypothesis regarding the relationship between servant leaders, motivational work, and work ethic employees' firms on commitment organisation, the data was analysed using multiple linear regression..

RESULTS AND DISCUSSION

Classical Assumptions

Table 1.
Multicollinearity Test Results

Model	Tolerance	VIF
Servant Leader	0.485	2.063
Work Motivation	0.614	1.628
Work Ethic	0.404	2.476

The multicollinearity test is used to prove between independent variables, One with the other's linear correlation (Pratama & Cahyono, 2021). The test results show that no there is none of the independent variables have tolerance values > 0.10. Then, the VIF scores also show the same result. No, there is none of the independent variables that has a VIF value < 10. Thereby, it can be concluded that the independent variable in model no is a linear correlation between one and the other, or free from multicollinearity.

Table 2.
Heteroskedasticity Test Result

Model	Coefficients	Std. Error	t	Sig.
Servant Leader	0.009	0.023	0.401	0.689
Work Motivation	-0.019	0.017	-1.154	0.249
Work Ethic	-0.043	0.033	-1.314	0.190

The heteroscedasticity test means analyzing regression models by determining the inequality of variance from the residual of one observation to the other. The table above shows heteroscedasticity test results using the park method. Test results show significant values for each variable > 0.05. Therefore, the regression model can say that there is no problem with heteroscedasticity.

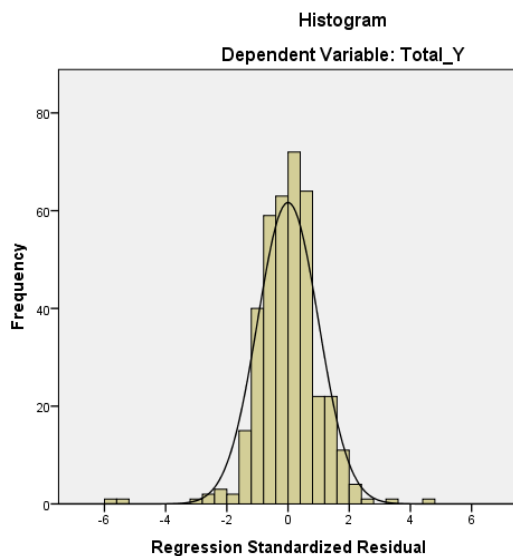


Figure 1.
Histogram

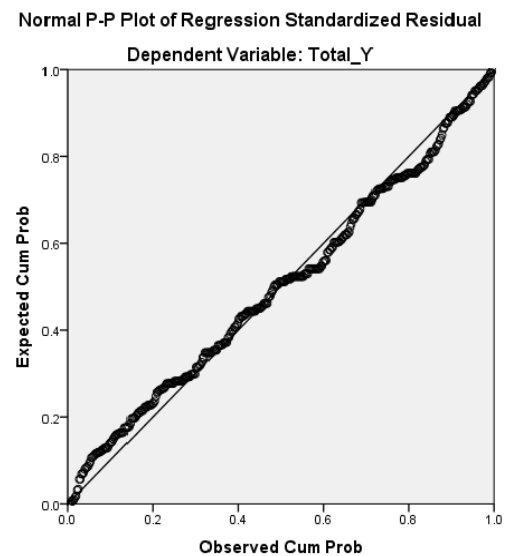


Figure 2.
Normal P-P Plot

The histogram (Figure 1) shows that residue distribution approaches normal, as proven by curve bells centered around the number (0) and its density symmetrical. Besides that, in (Figure 2) a Normal P-P Plot of the residue standardized shows that residue follows a normal distribution because the dots parallel with the line reference (45°). The few deviations as the extremes are minor and do not significantly impact the overall linearity.

Hypothesis Test

Table 3.
Result of The Estimation Model

Model	Coefficients	Std. Error	t	Sig.	Hypothesis
Servant Leader	0.978	0.035	28.175	0.000	H1 accepted
Work Motivation	-0.231	0.025	-9.371	0.000	H2 not accepted
Work Ethic	-0.674	0.049	-13.767	0.000	H3 not accepted
F statistic	19.958				H4 accepted
F table	2.69				

Based on Table 3, if the Sig value < 0.05, the mean is significant. That is, there is a significant effect between the independent variable and the dependent variable (Natoen et al., 2018). From all the hypotheses above, it can be concluded that the serving leader can influence work commitment but cannot be influenced by work motivation and work ethic. However, simultaneously, the variables of service leader, work motivation and work ethic are able to influence employee work commitment.

Discussion

In order to establish work commitment, the findings of this study analyse the connection between servant leaders, work motivation, and work ethic. This provides a large amount of insight into the manner in which internal managers run a company. When it comes to theory attribution, a leader who places a high priority on service has the ability to influence the behaviours and behaviour of their people. This issue has already been illustrated by the CEO of PT Famous Shoes Factory, which provides consistent service and protects employees in addition to providing protection for employees. This conclusion is supported by a study. Several studies, like Kamanjaya et al. (2017), Nadir (2016), and Septiadi & Adnyani (2019), came to the conclusion that servant leaders have a large impact on work commitment and are positively significant.

On the other hand, the outcomes were determined by comparing them to factors of work motivation and work ethic. The ability to influence people to develop a dedication to their work is not possessed by any of them. As a result of the company's flexible rules of work, which prevent employees from implementing and complying with the rules that the company has established. Even employees are constantly given motivation by leaders; yet, when flexibility firms become employees, they rule out norms that have been imposed to the firm. This is because flexibility firms are employees. Research conducted by Limanihtada and Suhadi (2018) and Fadlilah et al. (2018), who explained that work commitment cannot be affected by work motivation or work ethic, lends credence to this subject.

Having said that, there is a connection that exists between servant leadership, work drive, and work ethic all taking place simultaneously. The ability to motivate people to develop a sense of dedication to their work at the company. Therefore, in order to establish work commitment, a holistic approach is required, one in which the qualities of work ethic, work motivation, and the function of the servant leader interact with one another and enhance one another. When it comes to fostering a culture of high work and commitment within the organisation, organisations that have capable servant leaders and employees that are motivated to work will be more successful. The three components come together to

generate a constructive cycle that boosts the level of dedication and performance displayed by workers. The result is that workers have the sense that they are appreciated, motivated, and responsible, all of which contribute to the success of the company.

As a result of exposing yet another factor that contributes to work commitment, this study offers a significant contribution to our understanding of the dynamic relationship that exists between servant leaders, work motivation, and work ethic. Inside the context of future study, the relationship with internal variables or other loci can be investigated in order to provide a more thorough understanding of how to establish work commitment inside an organisation.

CONCLUSION

Within the context of developing a commitment to one's work, this study demonstrates the significance of servant leaders, work motivation, and work ethic. According to the findings of the study, servant leaders have the ability to directly establish work commitment, temporary work motivation, and work ethics, all of which are components that are not capable of affecting work commitment. As a result, there is a connection between the three components, which can interact with one another to produce a positive cycle that amplifies the level of commitment and performance exhibited by workers. This research is innovative in that it demonstrates that in order to establish work commitment, an employee does not only need to have sufficient desire and work ethic; rather, they require capable leaders who can serve and motivate employees while pushing them to work so hard that they will be successful in building work commitment.

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