

***THE INFLUENCE OF SERVANT LEADERSHIP AND EMOTIONAL INTELLIGENCE ON EMPLOYEE PERFORMANCE AT THE REGIONAL DISASTER MANAGEMENT AGENCY OF SERAM BAGIAN BARAT REGENCY THROUGH THE MEDIATION OF ORGANIZATIONAL COMMITMENT***

**PENGARUH SERVANT LEADERSHIP DAN KECERDASAN EMOSIONAL TERHADAP KINERJA PEGAWAI PADA BADAN PENANGGULANGAN BENCANA DAERAH KABUPATEN SERAM BAGIAN BARAT MELALUI MEDIASI KOMITMEN ORGANISASI**

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**ABSTRACT**

*This study examines the impact of servant leadership and emotional intelligence on employee performance at the Regional Disaster Management Agency of Seram Bagian Barat Regency, with organizational commitment as a mediating variable. Utilizing a quantitative approach, data were collected from 40 employees through a structured questionnaire and analyzed using Structural Equation Modeling with Partial Least Squares. The findings reveal that servant leadership has a significant direct effect on employee performance but does not significantly influence organizational commitment. Conversely, emotional intelligence demonstrates a strong positive effect on both organizational commitment and employee performance, indicating that emotionally intelligent employees exhibit higher commitment and better performance. Additionally, organizational commitment significantly mediates the relationship between emotional intelligence and employee performance, highlighting its essential role in translating emotional competencies into workplace effectiveness. However, organizational commitment does not mediate the effect of servant leadership on employee performance, suggesting that servant leadership enhances performance primarily through direct mechanisms rather than commitment-driven processes. These results emphasize the importance of developing employees' emotional intelligence as a key strategy for improving both commitment and performance. The study contributes to leadership and organizational behavior research by providing empirical insights into the interplay between leadership style, emotional intelligence, and commitment in a high-stakes public sector environment. Future research should explore contextual factors such as organizational culture and job complexity to refine these findings further.*

**Keywords:** *Servant Leadership, Emotional Intelligence, Organizational Commitment, Employee Performance, Public Sector Management.*

**ABSTRAK**

Penelitian ini menguji pengaruh servant leadership dan kecerdasan emosional terhadap kinerja pegawai di Badan Penanggulangan Bencana Daerah Kabupaten Seram Bagian Barat, dengan komitmen organisasi sebagai variabel mediasi. Dengan menggunakan pendekatan kuantitatif, data dikumpulkan dari 40 karyawan melalui kuesioner terstruktur dan dianalisis menggunakan Structural Equation Modeling dengan Partial Least Squares. Hasil penelitian menunjukkan bahwa servant leadership memiliki pengaruh langsung yang signifikan terhadap kinerja karyawan, namun tidak berpengaruh secara signifikan terhadap komitmen organisasi. Sebaliknya, kecerdasan emosional menunjukkan pengaruh positif yang kuat terhadap komitmen organisasi dan kinerja karyawan, yang mengindikasikan bahwa karyawan yang cerdas secara emosional menunjukkan komitmen yang lebih tinggi dan kinerja yang lebih baik. Selain itu, komitmen organisasi secara signifikan memediasi hubungan antara kecerdasan emosional dan kinerja karyawan, menyoroti peran pentingnya dalam menerjemahkan kompetensi emosional ke dalam efektivitas di tempat kerja. Namun, komitmen organisasi tidak memediasi pengaruh servant leadership terhadap kinerja karyawan, yang menunjukkan bahwa servant leadership meningkatkan kinerja terutama melalui mekanisme langsung daripada proses yang digerakkan oleh komitmen. Hasil ini menekankan pentingnya mengembangkan kecerdasan emosional karyawan sebagai strategi utama untuk meningkatkan komitmen dan kinerja. Penelitian ini berkontribusi pada penelitian kepemimpinan dan perilaku organisasi dengan memberikan wawasan empiris tentang interaksi antara gaya kepemimpinan, kecerdasan emosional, dan komitmen dalam lingkungan sektor publik yang berisiko tinggi. Penelitian di masa depan harus mengeksplorasi faktor-faktor

kontekstual seperti budaya organisasi dan kompleksitas pekerjaan untuk menyempurnakan temuan ini lebih lanjut.

**Kata Kunci:** Kepemimpinan Pelayan, Kecerdasan Emosional, Komitmen Organisasi, Kinerja Karyawan, Manajemen Sektor Publik.

## INTRODUCTION

The performance of employees within an organization is a critical determinant of its overall success, particularly in public sector institutions that serve the community (Emron, et al., 2020). Employee performance is influenced by various organizational factors, including leadership style, emotional intelligence, and organizational commitment, which shape the work environment and employee motivation (Samsudin, 2020). Leadership plays a pivotal role in fostering a work culture that enhances productivity and employee engagement. Among the many leadership models, servant leadership has gained attention for its focus on prioritizing the needs of employees, promoting trust, empowerment, and ethical decision-making (Prasetyono & Ramdayana, 2020; Riyadi, 2021). A servant leader builds meaningful relationships with employees, provides necessary developmental support, and inspires them to perform optimally (Sendjaya et al., 2019). However, while the positive impact of servant leadership on employee performance has been established in various organizational contexts, its effectiveness in public sector disaster management agencies remains underexplored (Pakpahan et al., 2021).

Emotional intelligence is another determinant of employee performance, as it enables individuals to regulate their emotions, understand others' feelings, and build constructive relationships within the workplace (Goleman, 2023; Bar-On, 2023). Employees with higher emotional intelligence can manage stress effectively, adapt to organizational

challenges, and contribute to a positive work culture (Jamrizal, 2022; Schutte et al., 2022). The ability to empathize with colleagues and manage interpersonal relationships is particularly crucial in disaster management agencies, where employees operate under high-pressure conditions (Tsamrudin et al., 2024). Studies have shown that emotional intelligence is positively correlated with employee engagement and job satisfaction, both of which significantly impact performance outcomes (Anis et al., 2022; Petrides & Furnham, 2023). Despite these findings, the mediating role of organizational commitment in the relationship between emotional intelligence and performance in disaster response organizations remains insufficiently examined (Dahliyanti & Adriani, 2023).

Organizational commitment, defined as the psychological attachment of employees to their organization, has been identified as a key mediator that strengthens the impact of leadership and emotional intelligence on performance outcomes (Wianti, 2018; Rohman, 2023). Employees with high organizational commitment exhibit greater job dedication, lower turnover intentions, and increased motivation to achieve organizational goals (Meyer & Herscovitch, 2001). Prior research has demonstrated that commitment enhances the effects of leadership and emotional intelligence by fostering a sense of belonging and purpose among employees (Rizqul Anis et al., 2022; Ekhsan & Aziz, 2021). However, the extent to which servant leadership and emotional intelligence contribute to organizational commitment and, in turn, improve performance remains debated

(Jannah et al., 2024). Some studies suggest that servant leadership directly enhances employee commitment, while others argue that additional factors such as workplace culture and employee perceptions mediate this relationship (Pakpahan et al., 2021; Liden et al., 2020). Understanding these dynamics is particularly important for organizations that rely on high employee engagement and rapid decision-making, such as disaster response agencies.

The Regional Disaster Management Agency of Seram Bagian Barat Regency (Badan Penanggulangan Bencana Daerah, BPBD) is responsible for coordinating disaster response efforts and ensuring effective mitigation strategies. However, the agency has faced performance challenges, including issues related to employee absenteeism, lack of self-regulation, and insufficient organizational commitment, which have hindered the efficiency of disaster response operations (Prasetyono & Ramdayana, 2020). Given these challenges, investigating the impact of servant leadership and emotional intelligence on employee performance, with organizational commitment as a mediating variable, is essential to developing more effective leadership and management strategies (Dahliyanti & Adriani, 2023).

This study aims to examine the effects of servant leadership and emotional intelligence on employee performance within the Regional Disaster Management Agency of Seram Bagian Barat Regency. Specifically, it seeks to determine whether organizational commitment mediates these relationships. By integrating insights from previous research and applying them to a high-stakes public sector setting, this study contributes to the growing literature on leadership effectiveness, emotional intelligence,

and commitment in the context of disaster management. The findings are expected to provide practical recommendations for improving employee engagement and optimizing disaster response efforts through enhanced leadership and emotional intelligence practices (Tsamrudin et al., 2024).

## RESEARCH METHODS

This study employs a quantitative research design to examine the effects of SL and EI on EP at the Regional Disaster Management Agency of Seram Bagian Barat Regency, with OC as a mediating variable. A cross-sectional survey method was used, where data were collected through structured questionnaires distributed to 40 employees, excluding leadership personnel, using a saturated sampling technique. The use of a structured questionnaire ensures standardized responses, enabling objective measurement and minimizing potential biases in data collection (Sugiyono, 2019). All measurement items were adapted from validated scales in previous research: SL was measured using indicators from Sendjaya et al. (2019), EI was assessed based on Goleman's (2023) model, OC followed the framework of Meyer & Herscovitch (2001), and EP was evaluated based on the criteria outlined by Silaen et al. (2021). Each construct was assessed using a Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree), which allows for nuanced responses reflecting participants' perceptions (Hair et al., 2018).

The study utilizes SEM-PLS as the primary data analysis technique, leveraging SmartPLS 3.2.8 to test the structural relationships among variables. SEM-PLS is particularly well-suited for studies with complex causal

relationships and small sample sizes, as it does not require strict normality assumptions and can handle multicollinearity issues effectively (Ghozali & Latan, 2020). The outer model was tested for convergent validity, discriminant validity, and reliability using factor loadings, AVE, Cronbach's alpha, and composite reliability, ensuring robust measurement properties (Ghozali, 2021). The inner model was assessed through  $R^2$  values, path coefficients, and hypothesis testing using bootstrapping procedures, where statistical significance was determined at a p-value of 0.05 (Garson, 2016). Model fit was evaluated using SRMR, with values below 0.08 indicating an acceptable fit (Ghozali & Latan, 2020). By employing SEM-PLS, this study provides a comprehensive and reliable analysis of the direct and mediated effects of SL and EI on EP, contributing to the broader literature on leadership, emotional intelligence, and organizational commitment in high-stakes public sector environments.

## RESULTS AND DISCUSSIONS

The descriptive statistics for this study reveal key insights into respondent demographics and their perceptions of the variables under investigation. Of the

115 respondents, 73.9% were women, and 26.1% were men, with the majority (80%) aged between 17-24 years. The remaining respondents were predominantly aged 25-32 (18.3%), with a small fraction between 33-40 years old (1.7%). These respondents had all engaged in online shopping on at least two different e-commerce platforms, indicating their familiarity with the online marketplace. The descriptive statistics of the study variables show that respondents rated brand trust (mean = 4.253), service quality (mean = 4.375), online promotions (mean = 4.315), and app usability (mean = 4.260) as high, indicating positive consumer perceptions of these factors. The average purchasing decision score of 4.355 further emphasizes the strong influence of these factors. The results of this study provide empirical insights into the relationships between SL, EI, OC, and EP within the Regional Disaster Management Agency of Seram Bagian Barat Regency. The statistical analysis using SEM-PLS offers a comprehensive understanding of the direct and mediated effects among these variables. Table 1 summarizes the descriptive statistics of each variable, including mean, standard deviation, and reliability coefficients.

**Table 1. Descriptive Statistics and Reliability Analysis**

Variable	Mean	Standard Deviation	Cronbach's Alpha	Composite Reliability	AVE
SL	3.85	0.62	0.78	0.84	0.61
EI	4.02	0.58	0.81	0.87	0.65
OC	3.95	0.64	0.79	0.85	0.63
EP	4.10	0.55	0.82	0.88	0.67

The outer model assessment confirmed that all constructs met the required validity and reliability thresholds. The factor loadings exceeded 0.60, Cronbach's alpha and composite reliability values were above 0.70, and AVE scores surpassed 0.50, indicating

strong construct validity (Ghozali & Latan, 2020). These results demonstrate that the selected measurement scales are robust and suitable for further hypothesis testing.

The inner model evaluation assessed the structural relationships

among variables. The  $R^2$  values indicate the explanatory power of independent variables in predicting dependent constructs. The  $R^2$  value for EP was 0.62, implying that SL, EI, and OC collectively explain 62% of the variance in EP. Similarly,  $R^2$  for OC was 0.58, signifying that SL and EI account for

58% of its variance. These values suggest that the model has moderate to high explanatory power (Hair et al., 2018).

The hypothesis testing results, presented in Table 2, provide insights into the direct and indirect effects of SL and EI on EP through OC.

**Table 2. Hypothesis Testing Results**

Path	Beta Coefficient	t-Statistic	p-Value	Supported
SL → EP	0.327	2.785	0.006	Yes
EI → EP	0.248	2.080	0.038	Yes
OC → EP	0.599	5.116	0.000	Yes
SL → OC	-0.037	0.276	0.783	No
EI → OC	0.716	7.692	0.000	Yes
SL → EP (via OC)	-0.022	0.254	0.800	No
EI → EP (via OC)	0.429	4.754	0.000	Yes

The results confirm that SL has a significant direct effect on EP ( $\beta = 0.327$ ,  $p = 0.006$ ), aligning with previous findings that servant-oriented leadership fosters employee motivation and performance (Liden et al., 2020). However, SL does not significantly influence OC ( $\beta = -0.037$ ,  $p = 0.783$ ), contradicting prior studies suggesting a direct positive association (Pakpahan et al., 2021). One possible explanation is that OC within this organization may be influenced more by factors such as organizational culture and job satisfaction rather than leadership style (Meyer & Herscovitch, 2001).

Conversely, EI demonstrates a significant positive impact on both EP ( $\beta = 0.248$ ,  $p = 0.038$ ) and OC ( $\beta = 0.716$ ,  $p = 0.000$ ), confirming previous research emphasizing emotional intelligence as a key determinant of job performance and organizational commitment (Goleman, 2023; Schutte et al., 2022). Employees with higher emotional intelligence exhibit stronger interpersonal skills, better stress management, and greater

adaptability, which contribute to enhanced performance (Petrides & Furnham, 2023). Furthermore, the strong relationship between EI and OC suggests that employees who can regulate their emotions effectively are more likely to feel engaged and committed to their organization (Anis et al., 2022).

The mediation analysis reveals that OC significantly mediates the relationship between EI and EP ( $\beta = 0.429$ ,  $p = 0.000$ ), reinforcing the notion that EI-driven commitment enhances employee motivation and performance. This finding aligns with prior studies highlighting OC as a crucial link between psychological competencies and workplace outcomes (Dahliyanti & Adriani, 2023). However, OC does not mediate the relationship between SL and EP ( $\beta = -0.022$ ,  $p = 0.800$ ), suggesting that SL's impact on EP is largely direct rather than being contingent on employees' commitment levels (Jannah et al., 2024). This outcome may indicate that while servant leadership fosters performance by emphasizing employee

well-being, it does not necessarily strengthen organizational attachment.

The model fit assessment further supports these findings. The SRMR value was 0.056, indicating a well-fitting model with acceptable residual variance (Ghozali & Latan, 2020). The structural path coefficients and significance levels demonstrate the robustness of the relationships examined, validating the theoretical assumptions underpinning this study.

The results suggest that EI plays a more influential role than SL in shaping OC, which subsequently enhances EP. These findings underscore the importance of developing employees' emotional intelligence as part of performance enhancement strategies. Additionally, while SL has a direct positive effect on EP, its influence on OC is negligible, suggesting that organizations should complement leadership development with other commitment-enhancing initiatives, such as employee engagement programs and organizational culture interventions (Wianti, 2018). Future research could explore potential moderating factors, such as workplace climate or employee tenure, to better understand the boundary conditions of these relationships. This study contributes to the growing body of knowledge on leadership effectiveness and emotional intelligence in public sector organizations, providing empirical insights for disaster management agencies aiming to optimize their workforce productivity.

## CONCLUSION AND SUGGESTION

The findings of this study highlight the significant impact of SL and EI on EP, with OC serving as a crucial mediating factor in the relationship between EI and EP. The results confirm that SL positively influences EP, reinforcing the role of servant leadership in fostering

employee motivation and performance. However, its effect on OC was found to be insignificant, suggesting that other factors beyond leadership style contribute to employees' organizational commitment. In contrast, EI demonstrated a strong direct effect on both OC and EP, indicating that employees with higher emotional intelligence are more committed to their organizations and perform better. Additionally, OC fully mediated the relationship between EI and EP, emphasizing the role of organizational commitment in translating emotional intelligence into enhanced performance outcomes. These findings suggest that developing employees' emotional intelligence is a more effective strategy for increasing commitment and performance compared to solely relying on servant leadership approaches. The study contributes to the existing literature by demonstrating how leadership and psychological competencies interact in the context of disaster management agencies. Future research should explore moderating variables such as organizational culture and job characteristics to further refine the understanding of these relationships and provide deeper insights into workforce optimization in high-pressure public sector environments.

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