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AND THE 4<sup>th</sup> INTERNATIONAL CONFERENCE  
ON BUSINESS AND BANKING INNOVATIONS**

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# The 4<sup>th</sup> ICOBBI

*The Strategy of Digital in Business  
for Gaining Competitive Advantages after Pandemic*



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## FOREWORD

Alhamdulillah, praise be to Allah Subhanahu Wa Ta'ala for granting us the opportunity to organize and publish the proceedings of the 4<sup>th</sup> International Conference on Business and Banking Innovations (ICOBBI) with the topic “The Strategy of Digitalization in Business for Gaining Competitive Advantages after Pandemic”. This proceeding contains several researches articles from many fields in Business & Marketing, Banking & Sharia Banking, Accounting & Financial Management, Human Resources Management, Operations Management, Investasi, Insurance & Capital Market, Strategic Management, Technology Management, and Information System.

The 4<sup>th</sup> International Conference on Business and Banking Innovations was held on 29<sup>th</sup> January 2022 by virtual (online) zoom meeting and organized by the Master Management Study Program of Universitas Hayam Wuruk Perbanas in Collaboration with five Higher Education Institutions in Indonesia and three Universities from Asia countries. Keynote speakers in this conference were: Chonlatis Darawong, P.hD (Sripatum University, Thailand), Associate Prof. Dr. Ellisha Nasrudin (University of Science, Malaysia), Dr. Sanju Kumar Singh (Postdoctoral Fellowship in Universitas Airlangga, Tribhuvan University Nepal) and Prof. Dr. Abdul Mongid, MA., P.hD (Universitas Hayam Wuruk Perbanas, Indonesia).

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Hopefully, the proceeding will become a reference for academics and practitioners, especially the business and banking industry to get benefit from the various results of the research field of Business and Banking associated with Information Technology. Proceedings also can be accessed online on the website <http://eprints.perbanas.ac.id/>

Chair of the Master Management Study Program  
Universitas Hayam Wuruk Perbanas

**Prof. Dr. Tatik Suryani, M.M.**



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## **THE ROLE OF WORK ABILITY AND SERVANT LEADERSHIP ON EMPLOYEE PERFORMANCE IN A TIKI DELIVERY SERVICE COMPANIES IN SURABAYA**

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### **Abstract**

This study aims to analyze the role of workability and Servant leadership on the employees performance of TIKI Delivery Service Companies in Surabaya. The sample used in this study were 67 respondents from 22 branches of TIKI companies in Surabaya. Sampling was done using a snowball. Data was collected through a survey with a questionnaire instrument. The data analysis techniques for hypothesis testing were the t-test, F-test, and the analysis of determination is used to determine the role of the variable X on Y. The data processing in this study uses the IBM SPSS tool. The results of the coefficient of determination test show that the role of workability and Servant leadership of employee performance was 56.80%. The results of hypothesis testing show that workability has a significant effect on employee performance, while servant leadership has no significant effect on employee performance. Thus indicates that employees in freight forwarding companies need to have workability in carrying out their duties.

Keyword: *Workability, Servant Leadership and Employee Performance*



## 1. INTRODUCTION

A vigorous competition in the field of freight forwarding services in Indonesia is currently increasing, thus because the number of similar companies are operating in the same field. Companies that currently exist in the freight forwarding business in Indonesia include Pos, JNE, TIKI, DHL, FedEx, Sriwijaya Express, Cipaganti, etc. To handle this competition, every company is required to be able to improve competitiveness in order to maintain the company's survival (Tjiptono and Anastasia, 2007).

Competition in freight forwarding services is related to how to win the customer needs so that the rate of customers retention is high. This due to the increasing number of people who do business online, makes the competition for freight forwarding service companies increasingly tight. In this competition, between one company to another freight forwarder, they are competing to offer product advantages that each company owns. Starting from competitive prices, good service quality, to the company's frequent and attractive promotions. One freight forwarding service company that is familiar in our environment is TIKI.

TIKI is a leading shipping service company in Indonesia, first established in Jakarta in 1970. To this day, TIKI has an operational network covering 65 major cities in Indonesia, supported by more than 500 representative offices, more than 3700 outlets and more than 6,000 employees in Indonesia. Currently, TIKI is growing and increasingly able to foster trust in the community therefore TIKI develops and establishes several subsidiaries as part of the TIGroup. The success of TIKI cannot be separated from its resources where those are directed to prioritize service, so that leadership is also applied as servant leadership and encourage the ability of employees to work.

A company must maintain its human resources, by paying attention to workability. Work ability according to Robbins (2015: 88) is the ability possessed by a person either from birth or is the result of training or experience. Thus, work ability is something that must be possessed by an employee to achieve the desired goal, because with the ability to work, employees can complete their work properly (Sinollah, et al 2020). Employee ability is one of the characteristics of competency and employees who have work ability (Laila Meiliyandrie Indah Wardani, 2020). High workability leads to a significant effect on employee performance. Workability can be seen from the skills, knowledge, and work experience of employees. By having these three dimensions, employees can achieve higher performance (Ketut

Muliharta, 2015). This shows that if workability is getting better, the employee performance will get higher because employee workability has a significant effect on employee performance (E Rachmawati, 2018). as well as the results of Mujanah's research (2020) which states that workability has a significant effect on employee performance. This is also supported by the results of research by Uswatun (2020) which states that servant leadership has an important role in improving employee performance. In addition to understand the work ability given to employees, another factor that must be considered is Servant Leadership. Servant Leadership is a process of reciprocal relationship between the leader and the led in which in the process the leader first appears as a party that serves the needs of those being led which ultimately causes him to be recognized and accepted as a leader (Uswatun Hasanah, 2020). Servant leadership is a leadership that starts from sincere feelings that arise from the heart to serve, placing the needs of followers as a priority, getting things done with others and helping others in achieving a common goal. A leader who applies servant leadership will find it easier to motivate employees to improve their performance, this is supported by the results of his research.

The application of servant leadership can improve employee performance (Kurniawati, 2021) especially in the business of shipping goods where service is prioritized so that the business can vigorously compete. This is also conveyed by the results of his research

The ability to work is the willingness to perform an action, where the ability includes knowledge and mastery of employees over the technical implementation of the tasks assigned (Stoner, 2012). The ability possessed by a person is innate from birth or is the result of training or practice (Robbins, 2015). This shows that work ability is a skill and expertise possessed by a person to carry out the work that has been given to him.

One's ability is formed through very good knowledge and skills. Thus an employee who has a high ability to carry out work will produce very good quality work or high work performance. Ability is something that is owned by an individual to carry out the tasks or work assigned to him (Wijono, 2012).

According to Hersey and Blanchard (2006), there are three types of basic abilities that must be possessed, both as managers and as implementers, including (1) *Technical Skills*, the ability to use the knowledge, methods, techniques and equipment needed to carry out certain jobs which gained from experience, education and *training*. (2) The ability of human relations (*Social Skills*) includes the ability to work from a supportive environment which includes an understanding of motivation and the application of effective leadership. (3)

*Conceptual Skill* is the ability to understand the complexity of the organization as a whole.

Dimensions of Workability according to Robbin (2013) that ability consists of 2 factors, namely intellectual ability; that is the ability needed to perform various thinking-activities, reasoning and solving problems. On the other hand, Physical ability is the ability to perform tasks that require stamina, skills, strength, and similar characteristics.

### **Servant Leadership**

Servant Leadership is good and desired leader by many people. When someone is appointed as a leader, everyone will expect that the leader is a good leader who protects anyone under his leadership. Understanding Servant Leadership according to Trompenaars and Voerman (2010), Servant Leadership is a management style in terms of leading and serving being in harmony, and there is an essential environment interaction.

According to (Patterson, 2003) there are seven dimensions of *servant leadership*, namely (1) pure love. It means to care socially or morally. This love causes the leader to regard each person not only as a tool to reach a goal, but as a complement between needs and wants. (2) Second is humility. In this case humility means the ability to keep one's achievements and talents in perspective. This means practicing self-acceptance, but then includes the practice of true humility, which means not being self-focused but focused on others. (3) Third is prioritizing others which is an attitude to help others selflessly, which involves personal sacrifice even though there is no personal gain. (4) fourth is vision. Vision in *servant leadership* means empowering them and serving the needs of others. (5) fifth is trust. Trust is an important characteristic of *servant leadership*. The model is the truth of *servant leadership* in how to train, empower and influence. This trust exists as a basic element for true leadership. (6) sixth is empowerment, empowerment is entrusting power to others, and for *servant leadership* it is about listening effectively, making people feel important, emphasis on teamwork, valuing love and equality. and (7) the last is service. Leaders understand that service is central to *servant leadership*.

The results of research by Budiastuti et al. (2018) shows that servant leadership has a significant effect on employee performance. In addition, Muji Rahayu (2019) in her research shows that servant leadership has a strong relationship with employee performance. The results of the analysis show that servant leadership has a positive and significant effect on employee performance. Meanwhile, Supengga (2016) in his research measured servant leadership into several dimensions such as love, empowerment, vision,

humility, and trust, and from all dimensions showed a positive and significant influence on employee performance. This is also supported by the results of research by Rachman (2021) which states that to improve employee performance, it can be done by increasing the application of Servant Leadership.

### **Employee Performance**

Every employee in the organization is required to make a positive contribution through a high performance in considering that organizational performance depends on the achievement of individual employee's performance. Employee's performance is the result achieved by employees in carrying out the work tasks required (Ashley, 2014). Companies usually set performance targets for individual employees and the company as a whole with the expectation that the performance targeted by the organization can be achieved.

According to Simamora, (2006) employee's performance is a comparison between work results that can be seen in real terms with work that has been determined by the organization. Then Robbins (2008) defines performance as a result achieved by employees in their work on certain criteria that apply to a job.

Performance is an actual achievement accomplished by someone. An achievement from carrying out the tasks assigned to him based on skills, experience, and sincerity as well as time. Anwar Prabu Mangkunegara (2011) states that employee's performance is the result of work through quantity and quality achieved by an employee in carry out their duties in accordance with their responsibilities.

Employee performance can be evaluated objectively and accurately through performance level benchmarks. This measurement means providing an opportunity for employees to know their level of performance. To facilitate the assessment of employee performance, further, Mitchel (2001) put forward the performance indicators, as followed (1) Quality of Work; (2) Timing; (3) Initiative; (4) Ability; and (5) Communication.

## **2. METHOD OF RESEARCH**

This study analyzes the effect of work ability and servant leadership on employee performance. This type of research is quantitative. The population in this study were employees of TIKI companies in Surabaya. There were 67 employees of 22 branches TIKI service companies spread across Surabaya. The data was taken by doing survey technique through questionnaires. The type of data in this study was quantitative with a measurement scale using a Likert scale on a rating of 1-5 ranging from Strongly Agree

to Disagree. Sources of data used in this study is primary data obtained through questionnaires. Meanwhile, data analysis was performed using statistics with SPSS tools, while the analysis technique used multiple regression analysis and hypothesis testing with F-test and t-test.

### 3. ANALYSIS OF RESEARCH RESULTS AND DISCUSSION

Data analysis in this study began with testing the validity and reliability of the instrument. The results showed that the Corrected Item values for all questions used in this study resulted above 0.30, so the instrument used in this study was stated valid. Likewise for the reliable test, it shows that the Cronbach's Alpha value in each variable is greater than 0.60, so it can be concluded that each variable in this study is declared as reliable.

In addition to validity and reliability tests, classical assumption analysis is also carried out as a requirement, which consists of normality, which in this study is shown by the IP-P Plot norm figure, it can be seen that the points spread around the line and follow the diagonal line. For this reason, it can be said that the residual data is normally distributed. In addition, the multicollinearity test also shows the tolerance value for each variable is more than 0.1, while the variance inflation factor (VIF) of each variable is less than 10 so that there is no multicollinearity between the independent variables in the regression model. While the results of the Heteroscedasticity test can be seen in the Scatter Plot figure which shows that the spread of the predicted value of the dependent variable with the residual does not form a definite pattern, or there is a spread that does not cluster to form a regular pattern with the number 0 on the Y axis. So it can be concluded that there is no heteroscedasticity problem in the data analyzed in this study.

With the results of these classical assumptions, further data analysis can be carried out using multiple regression analysis, and the results are as in Table 1.

Table 1: Results of Multiple Regression Analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.657 <sup>a</sup>	.432	.394	2.07177

From Table 1, a multiple linear regression equation can be concluded as the following variables:

$$Y = 2.446 + 0.226 X_1 + 0.074 X_2$$

The multiple linear regression equation Partial Test (t-test) in table 1 has the following meaning:

1. A constant value of 2.446 means that if the variables of ability, and servant leadership, are considered constant, then the performance value is 2.446.
2. The regression coefficient value for the Ability variable is positive, namely 0.226, this indicates that for each unit increasing the ability in the servant leadership condition, can increase performance by 0.226.
3. The regression coefficient value of the Servant leadership variable is positive, which is 0.074. This shows that each increase in Servant Leadership by 1 unit in conditions of Workability will still increase performance by 0.074.

The coefficient of determination test in this study was used to determine the role of workability and servant leadership on employee performance and the results can be seen on table 2.

Table 2: Determination Coefficient Test

Model	Unstandardized Coefficient		Standardized Coefficient	t	Sig.
	B	Std. Error	Beta		
1 Constant	2.447	4.009		.610	.545
Work ability	.227	.181	.174	0.249	.428

Based on the results of the coefficient of determination test in Table 2, the R Square value is 0.432 or Adjusted R Square is 0.394 which means that the ability and the servant leadership affect employee's performance by 43.2%, the remaining 56.8% is influenced by other variables and not examined in this study.

#### Partial Test (t test)

The T test is used to partially test the hypothesis, namely the effect of work ability on performance and the influence of Servant leadership on employee performance, thus the results can be seen in table 3.

Table 3: T-test analysis results

Model	T	Prob. Sig.	Result
Work Ability (X1)	1,249	.218	Significant
Servant Leadership	.800	.428	Not Significant



Table 3 shows the results of the analysis with the T test, which is to partially test the hypothesis, namely the effect of Workability on performance and the influence of Servant leadership on employee's performance. The results of hypothesis testing show as follows:

1. Testing the influence of ability on employee performance shows that the significance probability value shows a number of 0.021 which is smaller than the specified alpha value of 0.05, so it can be said that the hypothesis is accepted or work ability has a significant effect on employee performance.
2. Testing the Effect of Servant Leadership on Performance shows a significance value of 0.428 so it can be said that Servant Leadership in this study has no significant effect on performance. This shows that the second hypothesis in this study was rejected.

#### Simultaneous Test (F Test)

The F test is used to test the hypothesis simultaneously, namely between Workability and Servant Leadership on employee performance. The results of the F-test analysis can be seen on table 4.

Table 4: F-test results

Model	Sun of Squares	Df	Mean Square	F	Sig
Regression	146.808	3	48.936	11.401	0.000
Residual	193.150	45	4.292		
Total	339.559	48			

Table 4 obtained a significance value of 0.000, this indicates a value below 0.050. So that it can be said that the hypothesis in this study is accepted, it can be said that Ability, and Servant Leadership, together or simultaneously have a significant effect on Employee Performance.

#### 4. DISCUSSION

The first hypothesis which states the work ability affects the employee's performance is accepted. It can be said that employees who work in delivery service companies need employees who are capable of providing skilled, fast, responsive and friendly services. This shows that the results of this study support the results of Laila Meiliyandrie Indah Wardani, 2020, research which states that high workability will have a significant effect on employee performance, as well as the results of Ketut Muliharta's research, (2015), which finds that

the better the workability, the better. employee performance is and it will be higher because employee workability has a significant effect on employee's performance, as well as the results of research by E Rachmawati, (2018) and Mujanah (2020) which show that employees' workability can support their performance accomplishment.

The effect of Servant leadership on performance shows that t-count is 0.800 and a significance value is 0.48. It is stated that Servant Leadership in the study has no significant effect on employee's performance in delivery service companies such as TIKI. It also has no significant effect on performance because the leadership does not provide encouragement to subordinates for achieving the company goals, even though, the servant leadership is indispensable in service companies such as TIKI thus, can be said that the results of this study do not support the results of Prabowo's (2013) research, which states that Servant Leadership has an effect on employee performance.

The results of this study also do not support the results of Budiastuti et al. (2018) research which showed that servant leadership has a significant effect on employee performance. In addition, Muji Rahayu (2019) in her research showed that servant leadership has a strong relationship with employee performance, the results of the analysis showed that servant leadership has a positive and significant effect on employee performance. The results of this study also do not support the results of a research by Rachman (2021) which states that improving employee's performance can be done by increasing the application of Servant Leadership to employees

#### 5. CONCLUSIONS AND IMPLICATIONS

Based on the results of the analysis, it can be concluded that work ability has a significant effect on employee's performance in the field of freight forwarding services such as TIKI. On the contrary, Servant leadership has no significant effect on employee's performance. In addition, simultaneously work ability and servant leadership have a significant effect on employee performance. This implies that in order to improve the performance of employees in Freight Forwarding Service Companies such as TIKI and others, the work capabilities that needed are Employee Work Ability, a condition where an employee feels competent to complete the work assigned to him, and the skills as well as knowledge possessed by the employee.

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