

# THE INFLUENCE OF WORK CULTURE, SEVANT LEADERSHIP AND WORK ETHOSON PERFORMANCE OF EMPLOYEES AT AGRICULTURAL SERVICES, WEST PADANG CITY, WEST SUMATRA

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**Abstract:** The Department of Agriculture is a regional government agency in the field of agriculture, tasked with carrying out regional government affairs in the agricultural sector based on the principle of regional autonomy. This study aims to determine how much influence work culture, Servant Leadership and work ethic partially and simultaneously have on the performance of the employees of the Department of Agriculture, Padang City, West Sumatra Province. Research variables work culture (X1), Servant Leadership (X2), work ethic (X3) and employee performance (Y), collecting data through surveys and distributing questionnaires. The analytical methods are validity and reliability tests, multiple regression analysis, hypothesis testing is used to test the t and F test. From the results of the regression analysis, the equation  $Y = 1.467 + 0.259X1 + 0.432X2 + 0.168X3$  then based on the partial test (t test) obtained (a) Work Culture has a positive and significant effect on Employee Performance, (b) Servant Leadership has a positive and significant effect on Employee Performance, (c) Work ethic has a positive and significant effect on employee performance. Then based on the joint hypothesis test (F test) it can be seen that Work Culture, Servant Leadership and Work Ethic have a positive and significant effect on Employee Performance. And based on the Determination coefficient test (Adjusted R<sup>2</sup>), which is 0.780 or 78.0%, this shows that the percentage contribution of the Work Culture, Servant Leadership and Work Ethic variables to the performance variable shows the influence and the rest is influenced by other variables. Conclusions partially and jointly Work Culture, Servant Leadership and Work Ethic affect performance. Future research is also expected to be carried out on a wider research object so that the research results can be generalized. In addition, it is also necessary to add other variables in predicting employee performance.

**Keywords:** Work Culture, Servant Leadership, Work Ethic, Performance

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## 1. Introduction

Maximum performance of employees according to Law Number 5 of 2014 concerning State Civil Apparatus is realized when the organization can direct and develop the potential and capabilities of employees so that employees are able to work optimally. One of the goals of Bureaucratic Reform is to provide quality services to the community, and to carry out effective and efficient organizational tasks, so that maximum performance is required from each State Civil Apparatus.

Performance is also defined as a bond of achievement shown, and the ability to work produced by someone. An employee who is able to show good performance at work, in the sense that he is able to do every given task well, of course the employee can be said to have good abilities. This requires education and training for employees, a good work culture and a high work ethic.

Problems faced by the Padang City Agriculture Office, West Sumatra Province, which has the task of serving the community in West Sumatra Province, where from the performance evaluation report conducted internally in December 2020, it can be seen from the employee performance assessment that it is still far from the Very good category, showing the level of performance employee. the average value achieved from all employees where 6 factors, namely . Discipline of punctuality in working hours, Discipline of attendance, Discipline of neatness, Work facilities, work atmosphere and factors influencing salary. For the good category, only an increase in achievement, while eight (8) other factors that reflect performance, namely task completion (3) factors, while the others show work culture, education & training, and work ethic.

Wibowo (2014:65), Performance in an organization is carried out by all human resources in the organization, both elements of leadership and staff. There are many factors that can affect human resources in carrying out their performance. There are factors from within the human resources themselves (internal) and from outside themselves (external). Internal factors that can affect performance include personality, attitudes and behavior, while external factors that can affect performance include knowledge, skills and competencies that are appropriate to the job.. Performance implies achievement which means the results of the work achieved, and carrying out an activity that aims to get results. Performance is the final benchmark of the efforts made by employees in carrying out their duties; high performance. describes the success and success of the employee in carrying out the duties and responsibilities assigned to him and vice versa, low performance illustrates the failure and success of the employee in carrying out the duties and responsibilities assigned to him.

In an effort to smooth the work process and facilitate the achievement of organizational goals, it is necessary to have a good work culture, the right leadership style where as a public service agency, of course, servant leadership is one form that can be applied appropriately and work ethic.

The Department of Agriculture of the City of Padang, West Sumatra Province for their work which may arise as a result of various factors in carrying out their duties and in turn will affect the results of their work. The reflection of the work culture that occurs on duty, which tends to be more static, servant leadership is needed in moving employees to achieve organizational goals and a work ethic that is less supportive in completing the tasks carried out, including how to improve quality and quantity.

Based on the above, the author is interested in conducting a scientific research that was appointed through a thesis with the title "The Influence of Work Culture, Servant Leadership and Work Ethic on the Performance of the Employees of the Agriculture Service Office of Padang City, West Sumatra Province".

### **Problem**

Based on the problems above, in compiling this research, the writer first formulates the problem as the basis for the research study carried out, namely:

1. Is there any influence of work culture on the performance of the employees of the Department of Agriculture, Padang City, West Sumatra Province?
2. Is there any influence of Servant Leadership on the Performance of the Employees of the Padang City Agriculture Office, West Sumatra Province?

3. Is there any influence of work ethic on the performance of the employees of the Padang City Agriculture Office, West Sumatra Province?

### Research purposes

The aim to be achieved from this research is to analyze

1. The Influence of Work Culture on the Performance of the Employees of the Department of Agriculture of the City of Padang, West Sumatra Province
2. The Influence of Servant Leadership on the Performance of Agricultural Service Employees of Padang City, West Sumatra Province
3. The Influence of Work Ethic on the Performance of Agricultural Service Employees of Padang City, West Sumatra Province.

## 2. Literature Review

### Work Culture

Work culture is a commitment organizations in an effort to build human resources, with good work processes and work results (Tubagus, 2015:36). Next Tubagus explained that work culture is a habit at work that is cultivated in a group as a form of work that is reflected in their behavior from the time they work so that behavior or habits are automatically embedded in themselves..

Work culture is a group of basic thoughts or mental programs that can be used to improve work efficiency and human cooperation owned by a group of people (Ndraha, 2012:

80). Temporary Work culture according to According to Robbins (2015: 721) work culture leads to a unified system of shared meanings adopted by members of the organization that distinguishes the organization from other organizations. Work culture is the embodiment of life found in the workplace. More specifically, work culture is a system of meanings related to work, work and work interactions that are mutually agreed upon and used in everyday life.. According to Yulihardi (2019:125) Culture supports the success of management in implementing the company's strategy and human resources.

Furthermore, work culture according to Aldri (2014) is a basis that is visible or invisible in a person from the perspective of values, understanding how to work, norms, mindsets, and behavior of each person or group of people in carrying out a job. These things are obtained and influenced by the values that exist in the surrounding community as a result of interaction with their environment. This can be seen in the case of a response to the work someone does. When he works, directly or indirectly there is an interaction of influences from the work environment. As a result of that influence there is a big impact because it can give positive and negative values to the employee. Therefore,.

Based on the theoretical basis above, it can be synthesized, Work Culture is a habit at work that is cultured in a group as a form of work that is reflected in their behavior from the time they work so that behavior or habits are automatically embedded in themselves. Based on the above regulations, the indicators in this study are (Tubagus, 2015:36): a. habits; b. regulations; c. values.

### Servant Leadership

Leadership that seeks to help followers develop and grow so that the values applied become a real example for a leader, *Servant Leadership* shown by various behaviors such as trying to build commitment and quality of employee performance, appreciating employee achievements and motivating employees to contribute optimally to the organization or company through various dimensions of leadership that serve including Altruistic calling,

Emotional healing, Wisdom, Persuasive mapping, Organizational stewardship, Humility, Vision, Service (Mujanah. Et.al, 2021).

The framework proposed by (Barbuto & Wheeler, 2006) combines 10 characteristics (Spears, 2002) with dimensions of a natural desire to serve others, which forms the basis for Servant leadership mentioned in the writings of Greenleaf. The desire to serve is embedded in all concepts of servant leadership. Dimensions of servant leadership using the development of dimensions from (Barbuto & Wheeler, 2006), and (Wong & Page, 2003) dimensions of Servant Leadership are as follows: a. Action (Altruistic calling) Describes the strong desire of the leader

to make a positive difference in the lives of others and put the interests of others above his own and will work hard to meet the needs of his subordinates. b. Empathy (Emotional healing) Describes a leader's commitment and skills to increase and restore the spirit of subordinates from trauma or suffering. c. Wisdom Describes a leader who is easy to pick up on signs in his environment, thus understanding the situation and understanding the implications of the situation. d. Finding solutions (Persuasive mapping) Describes the extent to which the leader has the skills to map problems and conceptualize the highest probability of occurrence and urge someone to do something when articulating opportunities. e. Growth (Organizational stewardship) Describes the extent to which the leader prepares the organization to make a positive contribution to its environment through community service programs and community development and encouraging higher education as a community. f. Social Spirit (Humility) Describes the humility of the leader, and places and values the achievements of others more than their own achievements. g. Visionary (Vision) Describes the extent to which the leader

seeks the commitment of all members of the organization to a common vision by inviting members to determine the future direction of the organization and write a shared vision. h. Serving (Service) Describes the extent to which service is seen as the core of leadership and the leader shows his service behavior to subordinates. According to Dennis (2004) in Hussain and Ali (2012:363).

### **Work ethic**

According to Enizar (2013: 19) Ethos comes from the Greek which means characteristic, nature or character habits, customs, or also moral tendencies, views of life owned by a person, a group or a nation. Based on the word "ethos", the words "ethics" and "ethics" are also taken refers to the meaning of "akhlak" or is "akhlaqi", namely the quality of essential for a person or a group, including a nation. Too it is said that "ethos" means the distinctive soul of a human group, which From that distinctive soul, the nation's view of what is good develops and the bad, namely the ethics.

SAs a subject, the meaning of ethos is ethics related to concepts owned by individuals or groups to assess whether the actions they have taken are wrong or right, bad or good. Every organization that always wants to move forward, will involve members to improve the quality of their performance, including every organization must have a work ethic.

Sinamo (2011:15) work ethic is a set of positive work behaviors rooted in strong cooperation, fundamental beliefs, accompanied by a total commitment to an integral work paradigm. Work ethic is a basic attitude towards self that forms positive work behavior rooted in mental awareness, fundamental beliefs, accompanied by a total commitment to an integral work paradigm. If it is associated with a developing human life situation, a high work ethic will be used as a absolute requirements, which are grown in life. Because of that will open views and attitudes to humans to judge highly towards hard work and earnest, so as to erode attitudes original work. It is further stated that in addition to that ethos is the



main requirement for all quality improvement efforts workforce or human resources in this case performance, both at the individual, organizational, and social levels. The quality of employees will be better if they have a high work ethic. A high work ethic can be seen from a positive assessment of work results, placing the view of work as a very noble thing, work as a meaningful activity. Thus, the quality of employees A good work ethic will manifest a high employee work ethic as well.

Another definition according to Mathis & Jackson (2011:37) work ethic is the totality of his personality and the way he expresses, views, believes, and gives meaning to something, which encourages him to act and achieve optimal charity. The conclusion is that work ethic is a positive attitude shown by someone when acting to achieve something optimally

Based on the above opinion can be synthesized Work ethic is ideas that emphasize individualism or independence and the positive influence of work on individuals. Work is considered good because it can improve one's life and social status. The indicators are: 1. Internal locus control, 2. Work as a way to achieve success in life, 3. Commitment to work, 4. Hard work is a source of success, 5. Work is an investment, 6. Time management, 7. Ambition to achieve, 8. Discipline at work, 9. Honesty and avoiding conflict, 10. Belief that work contributes to morale, welfare and social justice (Wirawan, 2016:58)

### **Performance**

Mangkunegara (2017: 9) performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him, while according to Kasmir (2016: 182) performance is the result of one's work and work behavior in a period usually 1 year, then performance can be measured from the ability to complete the tasks and responsibilities given, meaning that it can be said that performance is a description of the work or level of achievement of one's work in a period in carrying out the tasks and responsibilities that have been given. Meanwhile, according to Sutrisno (2015:151), performance is the result of work that has been achieved by someone from his work behavior in carrying out work activities

According to Sedarmayanti (2013: 260) reveals that: "Performance is a translation of performance which means the work of a worker, a management process or an organization as a whole, where the results of the work must be shown concrete and measurable evidence (compared to the standards set by the company). has been determined)."Meanwhile, according to Hasibuan (2017: 94) performance is a work achieved by a person in carrying out the tasks assigned to him based on skills, experience, and sincerity and time. Another definition of performance is the real behavior displayed by each employee as work performance produced in accordance with their role in the company (Rivai and Sagala, 2015: 548). Performance (performance) refers to the level of achievement of the tasks that make up an employee's job.

According to Wibowo (2014:7) "Performance is about doing work and the results achieved from that work." The definition of performance according to Moehariono (2014: 95) is "Performance or performance is a description of the level of achievement of the implementation of an activity program or policy in realizing the goals, objectives, vision and mission of the organization as outlined through the strategic planning of an organization. According to Performance reflects how well the employee fulfills the requirements of a job. According to Simamora, (2013:339). Performance is the result or output of a process. Employee performance is a very important thing in the company's efforts to achieve its goals, so various activities must be carried out by the company to improve the performance of its employees.

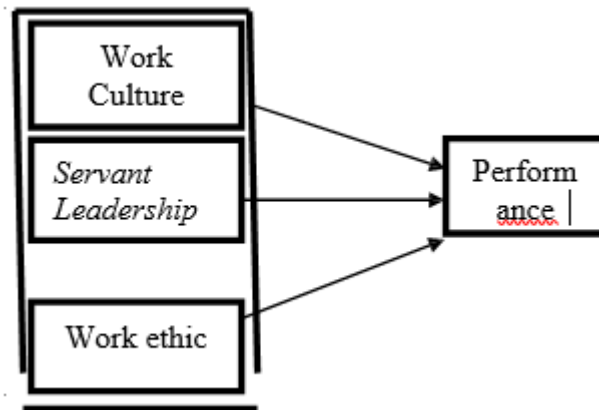
Regulation of the Head of the State Civil Service Agency Number 3 of 2016, in the

Regulation of the Head of the State Personnel Agency Technical Standards for Employee Work Target Activities are the benchmarks for each activity of a civil servant position which includes quantity, quality, and time according to the characteristics, nature, types of activities, and needs the duties of each position. Based on the above regulations, the indicators in this study are: a. quantity; b. quality; c. time; and D. Cost

Based on the theoretical basis above, it can be synthesized, employee performance is a benchmark for every activity of a civil servant position which includes quantity, quality, and time in accordance with the characteristics, nature, type of activity, and task requirements of each position (Regulation of the Head of the Civil Service Agency). State Number 3 of 2016). In this study are: a. quantity; b. quality; c. time; and D. Cost.

**Hypothesis Formulation**

In the previous description, it was explained that there were different research results (research gap), namely research on the influence of creativity on employee performance, some were significant and some were not. To overcome these differences, this researcher included job satisfaction as a mediating variable. Based on this, the framework of thought in this study can be described as follows



**Figure 1 : Research Conceptual Framework**

**Research Hypothesis**

- H1: Work Culture has an effect on the performance of the Department of Agriculture, Padang City, West Sumatra Province.
- H2: *Servant Leadership* affect the performance of the Department of Agriculture of Padang City, West Sumatra Province.
- H3: Work ethic has an effect on the performance of the employees of the Department of Agriculture, Padang City, West Sumatra Province.

**3. Method**

The form of research with a quantitative approach and the type of research is causality research. According to Sugiyono (2017:8), quantitative research is "a research method based on the philosophy of positivism, used to examine certain populations or samples, data collection using research instruments, data analysis is quantitative or statistical, with the aim of testing predetermined hypotheses. . While the form of the research is causality, this research was conducted at the Department of Agriculture of the City of Padang, West Sumatra Province.

### Population and Sample

According to Sugiyono, (2011: 66) population is a group of people, events or things that have certain characteristics. Referring to the opinion above, the population in this study are all employees of the Department of Agriculture, Padang City, West Sumatra Province.

The population is a generalization area consisting of objects/subjects that have certain qualities and characteristics determined by the researcher to be studied and then the conclusion is drawn Sugiyono (Widyaningrum, 2018:114). Based on this understanding, the population of this study is all permanent employees in the Department of Agriculture, Padang City, West Sumatra Province, totaling 98 employees. The sampling method used is the probability sampling method. Probability sampling is a sampling technique that provides equal opportunities or opportunities for each member of the population selected as Sugiyono's research sample (Widyaningrum, 2018: 115).

Secondary and primary data obtained through distributing questionnaires to respondents who were sampled with closed questions where the measurement scale used a scale of 1 to 5 (Likert scale). According to Kinnear (Umar, 2013:4). This Likert scale relates to statements about a person's attitude towards something. Where number 1 represents Never (TP), number 2 represents Rarely (JR), number 3 represents Sometimes (KD), number 4 represents Often (SR) up to number 5 represents Always (SL).

## 4. Results and Discussion

### Validity & Reliability Test

The validity test shows that all questionnaire variables are valid, because each item meets the requirements, namely the Corrected Item Total Correlation or  $r_{count} > r_{table} = 0.1996$  ( $n = 98, \alpha = 0.05$ ).

The reliability test shows that the Cronbach Alpha or  $r$  values for the four variables, namely Work Culture, Servant Leadership, Work Ethic and employee performance are 0.841, 0.882, 0.879 and 0.896, all of which are greater than 0.70 (standard  $r$ ), it can be concluded that reliable questionnaire test results

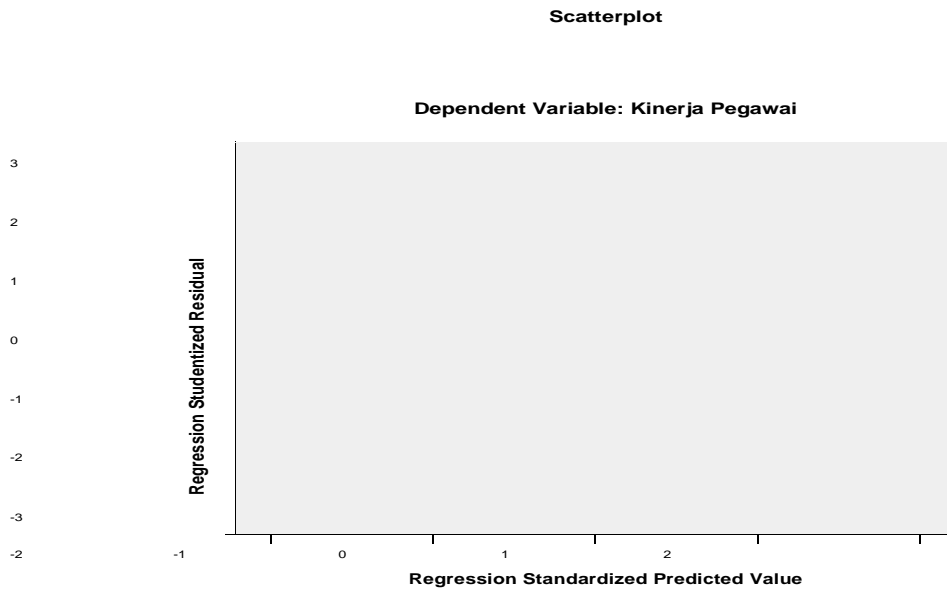
### Classic assumption test

The normality test aims to test whether one basic assumption of multiple regression analysis is that the independent and dependent variables must be normally distributed or close to normal. To test whether the data collected is normally distributed or not in this study, it was tested using the Kolmogorov-Smirnov test with the Asymp-Sig (2-tailed) probability value  $> 0.05$ , the values found for Work Culture, Education & Training and Work Ethic, Each employee's performance is 0.070, 0.059, 0.572 and 0.180, so the question items are normally distributed.

Multicollinearity test was conducted to test whether the regression model found a correlation between independent variables (free) or not. If there is a correlation, it can be said to be affected by the symptoms of multicollinearity. To test the presence or absence of multicollinearity symptoms, the VIF (Variance Inflation Factor) and tolerance tests were carried out. If the calculated VIF value is below 10 and the independent variable tolerance is above 10, the values found are 2.298, 1.171 and 2.767, respectively, it can be concluded that the regression model does not occur multicollinearity.

The heteroscedasticity test in this study uses a scatterplot on the regression test that has been done previously. What needs to be considered in this test is to see whether there is a certain pattern in the scatterplot of the dependent variable where if a certain pattern is not formed then there is no heteroscedasticity but if there is a certain pattern then there is

heteroscedasticity in the data used in the study. Like the following picture.



**Figure 2 : Scatterplot**

In this test is to see whether there is a certain pattern in the scatterplot of the dependent variable where if a certain pattern is not formed then there is no heteroscedasticity but if there is a certain pattern then heteroscedasticity occurs in the data used in the study.

**Hypothesis testing**

An analysis was carried out to clearly prove the influence of Work Culture, Servant Leadership and Work Ethic on employee performance, so the hypothesis testing phase was used.

**Table 2. Coefficient Pengujian Test Results**

Model	B	t	Sig.
Constant	1,467	0.323	0.747
Work Culture	0.259	2.187	0.031
Servant Leadership	0.432	5.162	0.000
Work ethic	0.168	2,158	0.033

Based on table 2. From the value of the regression coefficient, a multiple regression equation can be made, namely;

$$Y = 1.467 + 0.259X_1 + 0.432X_2 + 0.168X_3$$

From the above equation, it is known that the constant value for the three variables is 1.467 and the first independent variable, namely Work Culture, has a coefficient value of 0.259 with a significance value of 0.031 which is smaller than 0.05. The coefficient value < 0 indicates that work culture has a positive and significant effect on employee performance. Thus H<sub>a</sub> received.

The independent variable Servant Leadership has a coefficient of 0.432 with a significance value of 0.000 which is smaller than 0.05. The coefficient value < 0 indicates that Servant Leadership has a positive and significant effect on employee performance. Thus H<sub>a</sub> received.



The third independent variable, work ethic, has a coefficient of 0.168 with a significance value of 0.033 which is smaller than 0.05. The coefficient value  $< 0$  indicates that work ethic has a positive and significant effect on employee performance. Thus  $H_a$  received. From the three independent variables simultaneously, it turns out that Work Ethic has a greater influence on employee performance than the variables and Work Culture and Servant Leadership in the Agriculture Service of Padang City, West Sumatra Province.

Empirical evidence of whether or not there is a real influence between variables consisting of Work Culture, Servant Leadership, Work Ethic on Employee Performance. Together, the F-test is tested. Based on the test results obtained:

**Table 3. F & Adj.R2 Test Results**

	Mark	Sig.
F Adj.R2	48,750 0.780	0.000

We get  $F_{count} = 48,750$  with sig. 0.000 which is smaller than alpha 0.05; then  $H_0$  is rejected ( $one\beta \neq 0$ ). Thus it is proven that together there is a significant influence between Work Culture, *Servant Leadership*, Work ethic on employee performance, hypothesis is accepted.

Adjusted  $R^2$  test obtained a coefficient value of 0.780 or 78.0%. This means that the influence of work culture and servant leadership, the proportion of work ethic simultaneously explains the effect on employee performance is 78.0%, while the remaining 22.0% is explained by other variables not used in this study.

### Discussion

Work culture has a positive effect on employee performance. Based on the results of this study, it was found that work culture had a positive and significant effect on employee performance. Therefore, it can be said that if the work culture is a habit by following the rules in accordance with the values that have been set, it will be able to bring subordinates to achieve better performance. This can explain that the hypotheses built in this study have similarities and strengthen the justification of previous research on work culture and employee performance, such as research conducted by Widodo (2013), and Wulanda, Rika (2013) Saleha. (2016). The results of this study are in line with the descriptive analysis shown by employee responses to the Work Culture variable, which shows the level of respondents' perceptions of the Work Culture variable with an average value of 4.52 and the average value of the employee performance variable is 4.41 or in the good category. This means that the perceived work culture of employees is good can produce good employee performance. This conclusion is able to show that hypothesis 1 has received empirical support justification, so it can be applied.

*Servant Leadership* positive effect on employee performance. Based on the results of this study, it was found that Servant Leadership had a positive and significant effect on employee performance. Therefore, it can be said that if Servant Leadership is implemented well at the Padang City Agriculture Office, West Sumatra Province, it will achieve better performance. This can explain that the hypotheses built in this study have similarities and strengthen the justification of previous research on Servant Leadership and employee performance, such as the research proposed Nadir, (2016) shows that there is a relationship between performance and servant leadership. The results of this study support research conducted by (Keradjaan, Sondakh, Tawaas, & Sumarauw, 2020) which suggests that there

is an influence of servant leadership on lecturer performance. The results of this study are also in accordance with research conducted (Yulihardi, et.al, 2022) which found that servant leadership has a positive and significant effect on the performance of tourism object managers.

The results of the descriptive analysis of employee responses to the Servant Leadership variable, which shows the level of respondents' perceptions of the Servant Leadership variable with an average value of 4.35 in the good category

This conclusion is able to show that the hypothesis has received empirical support justification, so it can be applied.

Work ethic has a positive effect on employee performance. Based on the results of this study, it was found that work ethic has a positive and significant effect on employee performance. Therefore, it can be said that if the work ethic of employees can be improved, they will achieve better performance. This can explain that the hypotheses built in this study have similarities and strengthen the justification of previous research on work ethic and employee performance, such as research conducted by Octarina (2013), Kambey (2013) and Saleha (2016). The results of this study are in line with the descriptive analysis shown by employees' responses to the work ethic variable, which shows the level of respondents' perceptions of the work ethic variable with an average value of 4.44 in the good category. This conclusion is able to show that the hypothesis has received empirical support justification, so it can be applied.

Work Culture, Servant Leadership and Work Ethic simultaneously have a positive effect on employee performance. Based on the results of this study, it can be said that if simultaneously Work Culture, Servant Leadership and Work Ethic run well, it will achieve better performance. This can explain that hypothesis 4 which is built in this study has similarities and strengthens the justification of previous research. This conclusion is able to show that hypothesis 4 has received justification for empirical support, so it can be applied.

## 5. Conclusions

Department of Agriculture, Padang City, West Sumatra Province has a very important role in designing and empowering urban farming communities in the future with the aim of bringing prosperity to the people of West Sumatra. This is inseparable from, serving leadership, servant leadership, work ethic. related to the ability to change something into something better that can be measured by self-efficacy, tolerance for risk, and independence in work, It is proven in partial and simultaneous research that this has a positive and significant effect on employee performance

Based on the results of the research findings, several policy implications can be recommended as input for the Department of Agriculture of the City of Padang, West Sumatra Province. are as follows :

1. The important thing to note is how a leader implements service-oriented leadership that is done sincerely, sincerely and not based on seeking praise or self-respect for his subordinates. The attitude of service is intended for employees who need service the most, so that a servant leader will be better able to direct subordinates to work better.
2. A leader must be able to involve employees by providing opportunities and trust to employees so as to create a sense of togetherness, because basically a leader who works alone and does not give trust to subordinates will not achieve the expected results.
3. In the work culture, it is necessary to increase the indicator that in the organization every employee must form habits based on the rules and values of the important goals

of the organization.

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