

# The Role of Motivation as a Moderating Variable on Servant Leadership's Effect to Private University Performance Lecturers in West Java during The Covid 19 Pandemic

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**Abstract.** This study aims to find out whether motivation moderating the influence of servant leadership on lecturer performance. The method used is descriptive verification. Data was collected through a questionnaire with random sampling technique. Data were analyzed using Structural Equation Model (SEM) with Amoss and SPSS plug in Process Hayes Version 3.5. The results of the analysis show that motivation has a positive effect on servant leadership, motivation has a positive effect on performance and motivation is proven to moderate the influence of servant leadership on performance. These results can be interpreted that the higher the level of motivation possessed by the lecturers, the stronger the level of servant leadership and the higher the performance of the lecturers and high motivation strengthens the influence of servant leadership on performance. Motivation has a positive influence on improving the performance of lecturers.

## 1. Introduction

One measure of the success an organization is the achievement its performance. This study takes the topic of the role of motivation in moderating the influence of servant leadership on performance. Today, where activities are very limited due to the COVID-19 pandemic, high motivation and strong leadership are needed so that every employee can still carry out their work and responsibilities properly. According to Robbins motivation is the strength, direction and level of persistence of a person in working in an effort to achieve goals [1]. Furthermore, Robbins emphasizes the importance of the needs to be achieved and have not been achieved so that it becomes a person's strength, direction and persistence to continuously strive for these needs to be met. Motivation is something that creates enthusiasm or work urge to carry out work according to the target, so that someone focuses more on something that drives it, namely needs. Meanwhile, Varma Kant stated that motivation can increase the effectiveness and efficiency of individual work results, optimize the use of human resources, build a work environment that is

oriented towards superior performance. [2]. Therefore, motivation have an important role in efforts to improve performance. Srikaningsih's research results show that motivation has a positive effect on lecturer performance [3]. Several other research results conducted by Ibrahim [4], Jusmin [5], Hairudin [6], Simatupang [7] show that motivation has a positive and significant effect on performance. In other studied conducted on lecturers, motivation significantly has a positive effect on improving performance. Lecturers. [8], [9], [10]

High performance indicates that employees have succeeded in carrying out their duties and responsibilities in accordance with the specified requirements. Marwansyah [11] explains that performance is important because it can be used as a basis for decision making, providing feedback to employees, for training programs, and for diagnosing problems encountered. Performance targets can be achieved if an employee has high expertise, has high motivation to work and a supportive work/leadership environment. One of the leadership styles that can be chosen is servant leadership. The results of Koesmono's research [12] show that servant leadership has a positive and significant influence on performance. Other studies conducted by Harwieki [13], Allen [14], Al Hila [15]. Chauduri [16] stated that servant leadership had a positive and significant effect on performance. An organization consisting of tens or even thousands of people require the presence of a strong leader to carry out its leadership functions optimally. Northouse [17], suggests that the success of an employee's individual performance is influenced by, among other things, the strength of his leadership. One of the leadership approaches used today is servant leadership. Yukl [18] emphasizes that servant leadership in the workplace is about getting others to build shared goals by facilitating individual development, empowerment, and collective work that is consistent with the long-term health and well-being of followers. Servant leadership empowers followers instead of using power to dominate them. Servant leadership is important because it can influence employees to achieve organizational performance, reduce discrimination, help individual growth, experience interdependence, trust and respect. Leader behavior that affects servant leadership is the desire (willingness) to serve others first, the higher the desire to serve, the higher the chance of implementing servant leadership. Servant leadership invites and inspires followers to carry out their duties and responsibilities optimally so that they can achieve high performance. Based on the description above, this research takes the title "The role of motivation as a moderating variable on the Effect of Servant Leadership on the Performance of Private University Lecturers in West Java. If in previous studies to determine the direct effect of motivation on performance, this study uses motivation as a moderating variable.

The purpose of this study was to find the impact of motivation as a moderating variable on the influence of servant leadership on lecturer performance at universities in West Java. Based on the pre-survey, the level of performance of lecturers in 2015-2019 is shown in the table below.

**Table 1. 1 Lecturers Performance Data during Period of 2015-2019**

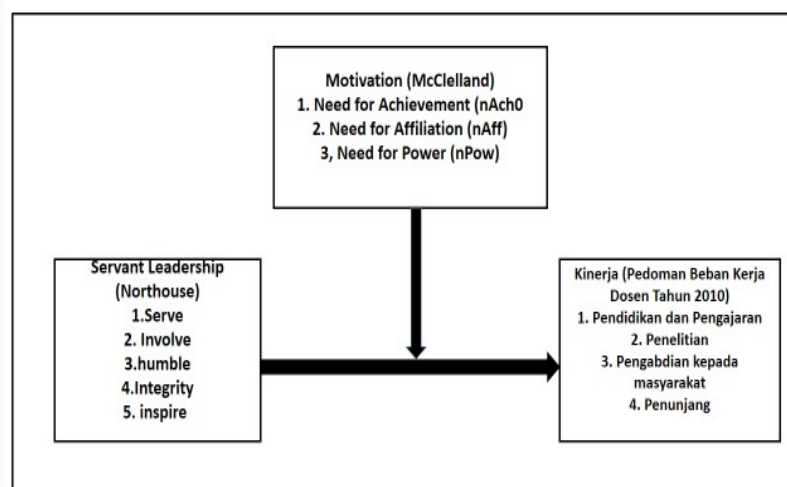
Year	Performance (%)	Category
2015	56,85	Enough
2016	58,50	Enough
2017	63,74	Good Enough
2018	66,51	Good Enough
2019	68,83	Good Enough

Looking at table 1.1, it can be seen that the expected performance targets have not been achieved. Therefore, efforts are needed so that the performance that has been set can be achieved. Lecturer performance can be interpreted as the result of a lecturer's work while

carrying out educational and teaching work, research, community service and supporting the Tri Dharma of Higher Education at a specified time [19]. Based on this understanding, the lecturer performance indicators used include education and teaching, research, community service and support. Meanwhile Mathis and Jackson [20] explain that performance is a function of ability multiplied by motivation multiplied by organizational support.

During the current pandemic, the servant leadership style is needed. This is very useful to increase the motivation of employees or employees in the midst of limitations and challenges that must be faced. Difficulties in carrying out their duties and responsibilities need full support from the leader.

Based on the results of previous studies and existing theories, the research model is as follows.



**Figure 1 Research Model**

Based on the research model above, the hypotheses of this research are:

H1: Servant leadership has a positive and significant effect on performance

H2: Motivation has a positive and significant effect on performance

H3: Motivation moderating the influence of servant leadership on performance.

Based on the hypothesis, the method used in this research is descriptive verification which aims to make an accurate, factual, systematic description based on certain facts. Furthermore, the data was processed using Structural Equation Modeling (SEM) and SPSS plug in Process A. Hayes. [21] The results of the analysis show that motivation moderates the influence of servant leadership on performance. The results of this study are expected to be a solution to improve lecturer performance through increasing motivation and servant leadership of private university lecturers in West Java in particular and can also be implemented in other organizations or fields of work.

## 2. Method

The topic of this research is the performance of lecturers (Y) as the dependent variable, servant leadership (X1) as the independent variable and motivation (X2) as the moderating variable. The approach used is descriptive verification. Descriptive research focuses on actual problems so that in educational research it can function in solving a problem. [22] The

data used are primary data. Data collection through questionnaires taken at random with a total of 272 respondents conducted from December 15, 2020 to March 15, 2021. The sample is lecturers from 30 private universities accredited A and B in West Java. Data processing using SEM with Amoss application to determine the validity, reliability and normality of the data. Furthermore, to determine the effect of data moderation analyzed using SPSS plug in Process A. Hayes.

### 3. Result and Discussion

#### 3.1. Result

The results of the validity test show that the Corrected Item –Total Correlation value is higher than 0.300. Considering table 2, the results of the validity test of all variables can be concluded that all are declared valid. If it is declared valid, the questionnaire used as a measuring instrument is declared qualified and worthy to be used as a test instrument in this study.

**Table 1.2 Validity Test**

Variable	Corrected Item- total Correlation	Standard	Decision
Servant Leadership	0,314 - 0,768	0,300	Valid
Motivation	0,484 – 0,633	0,300	Valid
Performance	0,331 – 0,678	0,300	Valid

**Table 1. 3 Reliability Test**

Variable	Cronbach's Alpha	Standard	Decision
Servant Leadership	0,873	0,700	Reliable
Motivation	0,888	0,700	Reliable
Performance	0,877	0,700	Reliable

The results of data processing show that the Asymp sig (2-tail) value for servant leadership is 0.077 and motivation is 0.078, and performance is 0.070. Because the asymp sign (2-tail) value is above 0.050, according Waskito's [23], it can be explained that the data on all variables are declared to be normally distributed.

**Table 1.4 Normality Test**

Variable	Asymp sig (2-tail)	Standard	Decision
Servant Leadership	0,077	0,050	Normal
Motivation	0,078	0,050	Normal
Performance	0,070	0,050	Normal

**Table 1.5 Hypotheses Test**

Hypotheses	Coefficient	S.E.	t	p	Decision
H1	0,1695	0,1522	7,5041	0,000	Significant
H2	0,1450	0,1530	3,5629	0,000	Significant
H3	0,0231	0,0028	6,6095	0,000	Significant

Based on the results of data processing, the results of testing the motivation hypotheses has a positive and significant effect on servant leadership and performance, servant

leadership has a positive and significant effect on performance and motivation moderating the influence of servant leadership on performance.

### 3.2. Discussion

Furthermore, the H1 test obtained a p value of 0.000 <0.05 (significant), meaning that the servant leadership variable has a positive and significant effect on performance, so H1 is accepted. Motivation has a positive influence on performance, the test results show that the influence of motivation on performance is obtained by a p value of 0.0000 <0.05 (significant), meaning that the motivation variable has a positive effect on performance, so H2 is accepted. In H3, namely motivation moderates the influence of servant leadership on performance, the results of the interaction test of motivation on the influence of servant leadership on performance obtained a p value of 0.0000 <0.05 (significant), this means that the motivation variable moderates significantly on the effect of servant leadership on performance. The moderating effect of motivation on the influence of servant leadership on performance is 0.0231 or 2.31% with p-value = 0.0000 <0.05 (significant). That is, when motivation has increased by 100%, the performance will increase by 2.31%.

### 4. Conclusion

Based on the results of research and discussion, it can be concluded that motivation has an important role in improving performance either directly or as a moderator. High motivation increases the influence of servant leadership on performance. Therefore, the servant leadership hypothesis has a positive and significant effect on performance with motivation as moderating accepted. These results can be interpreted that the high motivation of lecturers will strengthen the influence of servant leadership on performance, which can be concluded that lecturers at private universities in West Java who have high work motivation and high servant leadership have higher performance than lecturers who have servant leadership. high but low motivation. These results indicate that servant leadership has a positive influence on performance with motivation as moderating, meaning that the level of motivation possessed by lecturers will strengthen or weaken the influence of servant leadership on lecturer performance at private universities in West Java. Therefore, if you want to improve performance, it is necessary to increase motivation first.

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