

The Influence of Servant Leadership, Human Relations, Integrity, and Rewards on Employee Performance at Leksono Junior High School

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ABSTRACT

Employee performance is a crucial factor for organisations, including educational institutions. This study aims to determine the effect of servant leadership, human relations, integrity, and rewards on employee performance at Leksono Junior High School. Using a quantitative approach, this study involved 48 employees as a sample taken through the quota sampling technique. Data were collected using questionnaires and analysed by multiple regression using SPSS 27. The results showed that servant leadership, human relations, integrity, and reward had a positive and significant effect on employee performance, both partially and simultaneously. The reward variable has the greatest influence on employee performance. This study concludes that improving aspects of servant leadership, human relations, integrity, and reward can improve employee performance at Leksono Junior High School. In addition, this study also found that service-focused leadership can build harmonious working relationships, increase employee trust, and encourage them to work better. The integrity factor is also very important because employees who have high integrity can get rewards. For future research, it is recommended to explore other factors such as work motivation and organisational environment and expand the scope of research to other agencies in order to obtain more comprehensive results and broader generalisation.

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1. INTRODUCTION

Education standards are determined by the performance of educators and staff. Good performance is crucial for achieving educational goals, improving learning quality, and producing competent graduates. However, Leksono Junior High School faces challenges with suboptimal employee performance. At Leksono Junior High School, decreased employee performance is indicated by low discipline, lack of initiative, and reduced productivity, which can affect education quality and school goals. Factors influencing performance include servant leadership, human relations, integrity, and rewards. The principal's leadership style, particularly servant leadership's thought to substantially affect employee performance. Servant leadership refers to a leadership model that underscore service and empowerment of subordinates. Leaders who apply servant leadership tend to empower, serve and support their employees, thus increasing their motivation and performance. In addition to leadership style, human relations in the work environment are also believed to have an influence on employee performance. Harmonious and respectful relationships between fellow employees and leaders can create a

comfortable and conducive work environment, thereby increasing productivity and performance. Another factor that is no less important is employee integrity. Integrity reflects the consistency between one's values and behavior. Individuals with exceptional integrity are typically more responsible, disciplined, and have a strong commitment to their duties and responsibilities, thus improving their performance. Finally, rewards are also believed to have an influence on employee performance.

Providing fair and proportional rewards can increase employee motivation to work and give their best contribution, thus improving overall performance. This research differs from previous studies by combining four relevant independent variables, namely servant leadership, human relations, integrity, and rewards in examining the performance of school employees, not limited to one or two variables. In addition, the research setting was conducted at a junior high school educational institution, providing new insights from a different environment from previous studies which were generally in companies or profit organizations. The research location at Leksono Junior High School has also not been studied much before, so it can provide perspectives from other areas that are rarely explored. The research methods and instruments are tailored to the framework and objectives of this research, which can be different from previous studies. This research is designed to analyze the influence of servant leadership, human relations, integrity, and rewards on employee performance at Leksono Junior High School. The outcomes of this study are projected to provide an overview of the elements that impact employee performance and become material for consideration for the school as an initiative to sustain improvements in employee performance.

Literature Review

1. Employee Performance

Employee performance signifies the output of personal or team efforts within the company. According to their assigned powers and tasks, to fulfill organizational objectives in compliance with the law and ethically (Afandi, 2018). Performance reflects the degree of accomplishment of the company's targets, ambitions, vision and mission through policy plans or strategies. In schools, the performance of employees, such as teachers, is important for successful learning management. Performance measurement tools include quality, quantity, timeliness, effectiveness, and independence (Robbins, 2015). In conclusion, employee performance is the tangible evidence of the effectiveness of individual or team work in the organization.

2. Servant Leadership

Servant leadership is a style of leadership that emphasizes prioritizing the needs of others and helping them reach their own full potential (Ghorpade, 2022). Servant leadership can motivate employee performance, especially in education, where teachers who are treated well by their leaders can increase their contributions. This leadership style encourages employee development through service and motivation, creating a positive and supportive work environment. Measures of servant leadership include genuine love, humility, vision, trust, and empowerment (Dennis and Bocarnea, 2005). In conclusion, servant leadership places the needs and growth of the team as the top priority, with leaders serving, guiding, and empowering their members.

H₁: Servant leadership has a noteworthy and positive effect on employee performance at Leksono Junior High School.

3. Human Relation

Human relations are interactions and relationships between individuals in an organization aimed at achieving common goals (Robbins & Judge, 2023). Successful communication, both between individuals and within agencies, is the main requirement. With good human relations and high motivation, employees can work together and support each other in completing tasks that require time and energy. This relationship is the core of management relating to employees, namely the ability to establish good relationships regardless of differences. There are six indicators of human relations, namely the need to cooperate, cooperative relationships, mental readiness, psychological readiness, emotional control, and cultural background (Jalaluddin, 2011). In conclusion, human relations is an important aspect in organizations. Good management can improve performance and create a constructive work setting for all participants.

H₂: Human relation has a noteworthy and positive effect on employee performance at Leksono Junior High School.

4. Integrity

Employee integrity is the courage to act according to organizational values, even if it is difficult, unpopular, or risky (Trevino, Brown & Hartman, 2023). Employees with integrity can be trusted, relied upon, and become role models, and play a role in building public trust. Integrity is a reference in testing decisions thoroughly and with high commitment can improve service performance. Integrity indicators include honesty, trustworthiness, commitment, consistency, and loyalty (Zahra, 2011). In general, integrity is the key to creating a healthy, productive, and ethical work environment, and building a better organization.

H₃: Integrity has a noteworthy and positive effect on employee performance at Leksono Junior High School.

5. Reward

Reward is an effort to generate a sense of acceptance in the professional environment, which encompasses elements of compensation and interaction among coworkers (Nawawi, 2005). Reward is a form of positive appreciation for individuals or groups that have achieved high performance. The purpose of giving rewards to employees is to encourage them to be more enthusiastic in improving or maintaining the work performance that has been achieved, so that employees become more motivated to improve their performance. Indicators of rewards include salary and bonuses, welfare, career development, psychological and social rewards (Mahmudi, 2013). Reward can be said to be an effective tool for motivating employees and fostering a supportive work atmosphere. When team members are of the opinion that their contributions are valued, they will be more encouraged to give their best for the company.

H₄: Reward has a noteworthy and positive effect on employee performance at Leksono Junior High School.

This literature review shown in **Figure 1**.

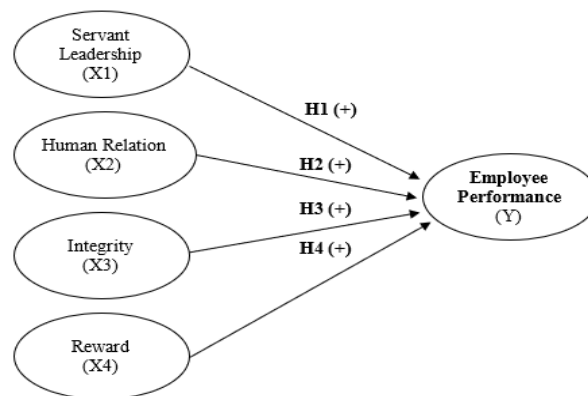


Figure 1. Research Model

2. RESEARCH METHODS

This study employs a **quantitative descriptive method** to analyze the impact of servant leadership, human relations, integrity, and rewards on employee performance at Leksono Junior High School.

1. Research Design

This quantitative descriptive study aimed to evaluate factors influencing employee performance using survey data collected through questionnaires distributed to Leksono Junior High School employees.

2. Population and Sample

- **Population:** This study's population included all Leksono Junior High School employees.
- **Sample:** Simple random sampling was used, with a sample of 48 employees from Leksono Junior High School, as per the relevant documents.

3. Data Collection Technique

Data is collected using a 5-point Likert scale questionnaire, where respondents indicate their agreement level from "Strongly Disagree" (SD) to "Strongly Agree" (SA).

4. Research Variables

This study analyzed several variables:

a) **Dependent Variable:** Employee performance

b) **Independent Variables:**

- Servant Leadership
- Human Relation
- Integrity
- Reward

5. Data Analysis Techniques

The data will be analyzed using **descriptive** and **inferential statistics**, with descriptive analysis outlining sample characteristics and inferential analysis, mainly **multiple linear regression**, evaluating the impact of independent variables on the dependent variable.

- a) **Validity and reliability tests** ensure the instrument's accuracy.
- b) **Classical assumption tests** for normality, multicollinearity, and heteroscedasticity are performed before regression.
- c) **Hypothesis testing** evaluates whether servant leadership, human relations, integrity, and rewards affect employee performance.

6. Hypothesis Testing

Hypothesis testing is performed at a significance level of 0.05. If the p-value is less than 0.05, the hypothesis is accepted, indicating a significant effect of the independent variable on the dependent variable.

3. RESULTS AND DISCUSSIONS

Respondent data was taken from employees of Leksono Junior High School with a total of 48 respondents, consisting of 20 male and 28 female. Respondents with less than 5 years of service amounted to 14 people (29.2%) and more than 5 years as many as 34 people (70.8%). Based on the level of education, 11 people (22.9%) have a high school education, 33 people (68.8%) have a bachelor's degree, and 4 people (8.3%) have a master's degree. It shown in [Table 1](#).

Table 1. Characteristics of Research Respondents

No.	Classification	Amount	Percent (%)
1.	Gender		
	Male	20	41.7
	Female	28	58.3
	Total	48	100
2.	Period		
	< 5 Years	14	29.2
	> 5 Years	34	70.8
	Total	48	100
3.	Education Level		
	High School	11	22.9
	Bachelor's Degree	33	68.8
	Master's Degree	4	8.3
	Total	48	100

1. Descriptive Statistics

[Table 2](#) shows that a low measurement scale reflects respondents' poor knowledge of servant leadership, human relations, integrity, rewards, and employee performance. In contrast, a high measurement scale indicates good knowledge. Since the actual mean of each variable is higher than the theoretical mean, it can be concluded that respondents rated Leksono Junior High School employees as having good knowledge of the variables.

Table 2. Statistical Description of Research Variables

Variable	Std. Deviation	Actual Average	Actual Range	Theoretical Range	Theoretical Average
Servant Leadership	1,809	20,04	13-23	5-25	15
Human Relation	2,257	24,39	20-30	6-30	18
Integrity	2,133	19,14	14-24	5-25	15
Reward	1,852	15,87	12-19	4-20	12
Employee Performance	1,899	19,91	15-23	5-25	15

2. Data Quality Testing

a. Data Validity Test

The validation test outcomes in [Table 3](#) show each of the indicators has a correlation value of more than 0.05 with a significance of 0.00, so the variables of servant leadership, human relations, integrity, rewards, and employee performance are considered valid.

Table 3. Validation Test Results

Variable	Correlation Range	Significant	Description
Servant Leadership	0,746** - 0,919**	0,000	Valid
Human Relation	0,696** - 0,860**	0,000	Valid
Integrity	0,642** - 0,816**	0,000	Valid
Reward	0,739** - 0,825**	0,000	Valid
Employee Performance	0,763** - 0,839**	0,000	Valid

b. Reliability Test

The results in [Table 4](#) of the reliability test indicate that the Cronbach's Alpha value is greater than 0.7, suggesting that all items related to servant leadership, human relations, integrity, rewards, and employee performance are deemed reliable.

Table 4. Reability Test Results

Variable	Cronbach's Alpha Based on Standardied	Free Value	Description
Servant Leadership	0,890	0,7	Reliable
Human Relation	0,852	0,7	Reliable
Integrity	0,790	0,7	Reliable
Reward	0,764	0,7	Reliable
Employee Performance	0,859	0,7	Reliable

3. Goodness Of Fit Model Test (F Test)

The F test results in [Table 5](#) show $F_{\text{count}} 15.179$, greater than $F_{\text{table}} 2.574$, so the regression equation is recognized as a good fit.

Table 5. F Test ANOVA^b

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	76.272	4	19.068	5.179	.000 ^b
Residual	54.019	43	1.256		
Total	130.291	47			

4. Classical Assumption Test

a. Normaly Test

The normality test results in [Table 6](#), obtained through the One Sample Kolmogorov-Smirnov Test, show a significance level of 0.097 (above 0.05), meaning that the residual variables in the regression model are normally distributed.

Table 6. Normality Test (Kolmogorov-Smirnov)

		Unstandardized Residual
N		48
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	3.33429765
Most Extreme Differences	Absolute	.117
	Positive	.075
	Negative	-.117
Test Statistic		.117
Asymp. Sig. (2-tailed) ^c		.097 ^c

b. Multicollinearity Test

The calculation results in [Table 7](#) show that there are no independent variables with tolerance less than 0.10 or VIF more than 10.00, Therefore, it can be concluded that the regression model does not exhibit multicollinearity.

Table 7. Multicollinearity Test

Independent Variable	Collinearity Statistics		Description
	Tolerance	VIF	
Servant Leadership	.997	1.003	No Multicollinearity
Human Relation	.675	1.480	No Multicollinearity
Integrity	.727	1.376	No Multicollinearity
Reward	.918	1.090	No Multicollinearity

c. Heteroscedasticity Test

Based on the scatterplot graph in [Figure 2](#), the points are scattered in a random manner above and below 0 on the Y-axis, meaning the regression model does not show signs of heteroscedasticity.

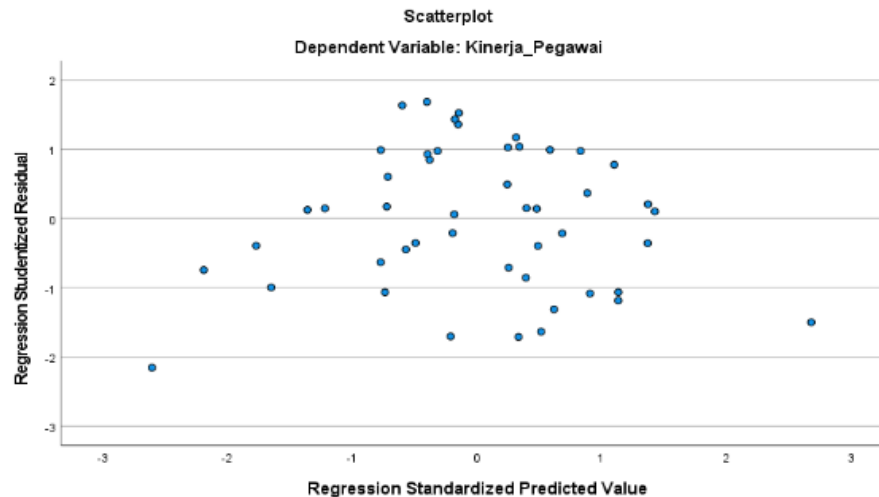


Figure 2. Heteroscedasticity Test

5. Multiple Regression Analysis

Based on the calculation in the Table 8, the constant value is 27.536, and the coefficient for the servant leadership variable (X_1) is 0.194, human relations (X_2) is 0.189, integrity (X_3) is 0.203, and reward (X_4) is 0.215. Regression equation: $Y = 27.536 + 0.194X_1 + 0.189X_2 + 0.203X_3 + 0.215X_4$. If other variables are fixed, every 1 unit increase in each variable will increase employee performance: servant leadership 0.194, human relations 0.189, integrity 0.203, and reward 0.215. The reward variable has the highest influence, followed by integrity, servant leadership, and human relations.

Table 8. Multiple Linear Regression Results

Model	Unstandardized Coefficients	
	B	Std. Error
1 (Constant)	27.536	1.832
Servant Leadership	.194	.055
Human Relation	.189	.046
Integrity	.203	.059
Reward	.215	.061

6. Test t (Partial Test)

Based on the data in the Table 9, the partial test reveals that all variables positively and significantly affect employee performance. Servant leadership (X_1) shows significance of 0.001 (t count 3.514 > t table 2.01669), human relations (X_2) significance 0.001 (t count 3.314 > t table 2.01669), integrity (X_3) significance 0.001 (t count 3.469 > t table 2.01669), and reward (X_4) significance 0.001 (t count 3.526 > t table 2.01669). All hypotheses are accepted.

Table 9. T Test

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Betta	t	Sig.
1 (Constant)	27.536	1.832		15.029	.000
Servant Leadership	.194	.055	.346	3.514	.001
Human Relation	.189	.046	.208	3.314	.001
Integritas	.203	.059	.400	3.469	.001
Reward	.215	.061	.361	3.526	.001

7. Coefficient of Determination (R Square)

According to the Table 10, the Adjusted R Square value is 0.547, indicating that 54.7% of the variance in employee performance is accounted for by the variables of servant leadership, human relations, integrity, and rewards, while the remaining 45.3% is influenced by other factors.

Table 10. Test Results of the Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.765 ^a	.585	.547	1.121

a. Predictors: (Constant), Servant Leadership, Human Relation, Integrity dan Reward

b. Dependent Variable: Employee Performance

Effect of *Servant Leadership* on Employee Performance

The results generated through hypothesis testing (H_1) reveal that servant leadership has a strong impact on employee performance, with $t_{\text{count}} 3.514 > t_{\text{table}} 2.01669$ and significance $0.001 < 0.05$, so H_a is accepted. This shows that servant leadership at Leksono Junior High School functions as an essential element in determining employee performance. Effective implementation of servant leadership will improve employee performance, as shown by the principal, who prioritizes teachers' professional development, listens to complaints, and involves all parties. This finding is consistent with research by I Komang Edi Darmawan et al. (2021), Fatimah Pohan, and Putri Nandita et al., Which states that servant leadership positively and significantly impacts employee performance.

Effect of Human Relations on Employee Performance

The results generated through hypothesis testing (H_2) reveal that human relation has a strong impact on employee performance, with $t_{\text{count}} 3.314 > t_{\text{table}} 2.01669$ and significance $0.001 < 0.05$, so H_a is accepted. This shows that human relation at Leksono Junior High School functions as an essential element in determining employee performance. The better the relationship between employees, the higher their performance. Human relations at Leksono Junior High School have been running well, with routine briefings, mentoring programs, and social activities to strengthen kinship, which encourage harmonious communication and teamwork. This research is consistent with the findings of I Komang Edi Darmawan et al. (2021) and Eka Wahyu Hidayat, which show that human relations positively and significantly impact employee performance.

Effect of Integrity on Employee Performance

The results generated through hypothesis testing (H_3) reveal that integrity has a strong impact on employee performance, with $t_{\text{count}} 3.469 > t_{\text{table}} 2.01669$ and significance $0.001 < 0.05$, so H_a is accepted. This means that integrity at Leksono Junior High School plays an important role in employee performance. The higher the integrity of employees, the higher their performance. Leksono Junior High School emphasizes integrity, with high-integrity employees tending to work honestly, ethically, and reliably. This research is in line with the findings of Putri Nandita et al. (2024) and Firman Saputra et al., which show integrity positively and significantly impact employee performance.

The Effect of Reward on Employee Performance

The results generated through hypothesis testing (H_4) reveal that reward has a strong impact on employee performance, with $t_{\text{count}} 3.526 > t_{\text{table}} 2.01669$ and significance $0.001 < 0.05$, so H_a is accepted. This shows that reward at Leksono Junior High School functions as an essential element in determining employee performance. Reward aims to encourage employees to be more motivated to improve or maintaining work performance. Leksono Junior High School provides rewards in the form of salary increases, bonuses, allowances, and non-financial rewards such as praise and career development opportunities. This research is consistent with the findings of Fatimah Pohan (2021) and Evi Sofiati (2021), which shows that rewards positively and significantly impact employee performance.

4. CONCLUSIONS

The analysis shows that at Leksono Junior High School, servant leadership, human relations, integrity, and rewards have a beneficial impact on employee performance. This implies that the application of servant leadership can improve employee performance; good relationships between employees strengthen performance; high integrity is directly proportional to good performance; and the provision of rewards further improves employee performance. The limitations, future research and implications of this study are as follows:

1. **Research Limitations:** Obstacles in distributing questionnaires due to respondents' busy schedules, which took a long time; No specific data was available regarding the low performance of employees in schools.
2. **Future Research:** It is recommended to examine other variables to increase the coefficient of determination; It is better to provide direction or understanding before distributing questionnaires so that the process is more effective and the data is more objective.
3. **Research Implications:** Enhancing the effectiveness of the educational process through a better system and resource environment at Leksono Junior High School.

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