

The Effect Of Servant Leadership And Motivation On Civil Apparatus (Asn) Performance With Work Discipline As An Intervening Variable: A Study At The Health Office Of West Tanjung Jabung Regency

Agnes Marisca Dian Sari^{1✉}, Arthur Sitaniapessy² Joko Rizkie Widokarti²

Universitas Terbuka¹ Politeknik Negeri Ambon² Universitas Terbuka³

agnesmds95@gmail.com

ABSTRACT

This study aims to analyze the influence of servant leadership and motivation on the performance of State Civil Apparatus (ASN) with work discipline as an intervening variable at the Tanjung Jabung Barat District Health Office. The study was conducted on employees within the Tanjung Jabung Barat District Health Office, which includes office offices, 16 community health centers, and 1 Regional Technical Implementation Unit (UPTD) Pharmacy Installation. The population in this study amounted to 821 employees, consisting of 552 civil servants and 269 PPPK employees spread across all work units of the Tanjung Jabung Barat District Health Office. The sampling technique used probability sampling with a simple random sampling method, so that each member of the population has an equal opportunity to become a research respondent. The results of the study indicate that servant leadership and work motivation have a positive and significant effect on work discipline and the performance of State Civil Apparatus (ASN) at the Tanjung Jabung Barat District Health Office, while work discipline is also proven to have a positive and significant effect on ASN performance. However, work discipline is not able to significantly mediate the relationship between servant leadership and work motivation on ASN performance, so it can be concluded that the improvement in ASN performance is more directly influenced by the implementation of servant leadership and high work motivation than through work discipline as an intervening variable.

Keyword: *Servant Leadership, Work Motivation, Work Discipline, Performance*

INTRODUCTION

The performance of State Civil Apparatus (ASN) in public organizations is a primary determinant of the success of achieving regional development goals. From the perspective of performance management theory, as proposed by Bernardin and Russell (2010), performance is influenced by a combination of ability, motivation, and managerial support. In the context of leadership, the servant leadership theory introduced by Robert K. Greenleaf (1970) emphasizes that effective leaders prioritize service, empowerment, and the growth of their subordinates. Conceptually, this approach is believed to be able to shape positive work behaviors that ultimately impact performance improvement.

Several empirical studies have shown that servant leadership positively influences various organizational outcomes. Research by Liden et al. (2015) found that servant leadership improves performance through empowerment and meaningful work. A study by Feoh (2024) demonstrated that servant leadership

influences innovative work behavior through the mediation of meaningful work. Similarly, Gnankob et al. (2022) demonstrated that servant leadership enhances organizational citizenship behavior (OCB) through public service motivation and affective commitment. However, research by Zakarni (2022) showed no significant effect between servant leadership and work motivation, indicating an inconsistent research gap.

On the other hand, motivational theories such as Abraham Maslow's hierarchy of needs and Frederick Herzberg's two-factor theory explain that intrinsic and extrinsic motivations play a crucial role in shaping work behavior. Research by Norawati et al. (2023) shows that work motivation positively influences civil servant performance through organizational commitment. However, in a regulatory-heavy bureaucratic structure like the civil servant, motivation does not necessarily directly translate into performance if it is not accompanied by compliant work behavior.

In the context of government bureaucracy, work discipline holds a strategic position because it is part of the assessment of civil servant work behavior as regulated in the civil servant performance management system. Peter Blau's (1964) social exchange theory explains that the reciprocal relationship between leaders and subordinates will result in behavioral responses in the form of commitment and compliance. Thus, work discipline can conceptually act as a mediating mechanism between servant leadership and motivation for civil servant performance. Research by Mubarak and Darmanto (2015) and Kamanjaya et al. (2017) shows that work discipline can be a mediating variable that strengthens the relationship between leadership and performance.

However, most previous studies have primarily considered motivation, job satisfaction, or organizational commitment as mediating variables, while work discipline has not been empirically tested as an intervening variable, particularly in the context of local government agencies. Furthermore, performance evaluation results at the West Tanjung Jabung Regency Health Office show variation in indicator achievement, with governance aspects showing positive results, but several technical service indicators being suboptimal. This situation suggests the possible role of organizational behavioral factors such as leadership, motivation, and work discipline in influencing civil servant performance.

This problem formulation was formulated to empirically test the causal relationship model between servant leadership, motivation, work discipline, and ASN performance through a path analysis approach (SEM), while simultaneously filling the research gap in the context of local government bureaucracy, especially in West Tanjung Jabung Regency.

LITERATURE REVIEW

Definition of Performance

Performance is work achievement, namely the comparison between tangible work results and the work standards established by the organization (Tampi, 2014). According to Luthans (2005), performance is the quantity or quality of something

produced or services provided by someone performing a job. Robbins (2008) defines performance as the results achieved by employees in their work according to specific criteria applicable to a particular job.

Servant Leadership

Leadership is the process of influencing others to work together productively and in a pleasant environment. Leadership, practiced in the era of specialization and profit-driven pursuits, is no longer appropriate and suitable for use in the era of knowledge and integration. Leader involvement in efforts to improve work quality and employee behavioral development is implemented in a leadership model known as servant leadership. An ethical leadership concept introduced by Greenleaf, this servant leadership model is essentially about serving others namely, serving employees, customers, and the community as the primary and first priority.

Motivation

Every organization must constantly and undeniably face the demands of change desired by society. This is expected to ensure the organization has adequate capacity to meet the needs and achieve performance standards desired by stakeholders. Motivation comes from the Latin word "movere," meaning "push" or "driving force." Various things typically included in the definition of motivation include desires, hopes, needs, goals, objectives, and drives. Motivation is also defined as a personal state that drives an individual to undertake certain activities to achieve a goal. Motivation arises from within a person as a drive due to external stimuli that influence the pursuit of a specific goal (Bryan 2014).

Work Discipline

According to Hasibuan (2014), "Discipline is a person's awareness and willingness to comply with all company regulations and applicable social norms." This awareness refers to a person's voluntary adherence to all rules and awareness of their responsibilities. They comply with or carry out all their duties well, without being forced to do so.

RESEARCH METHODS

This research is a survey research type. In accordance with the model developed, it has descriptive and explanatory objectives. The descriptive objective is to describe the variables to be studied, namely servant leadership, motivation, and ASN performance. This research also has an explanatory objective, namely to explain the relationship between variables, namely the ASN performance variable as the dependent variable, servant leadership as the independent variable, and motivation as the intervening variable. The unit of analysis of this research is the Tanjung Jabung Barat District Health Office with respondents being ASN (employees and PPPK) of the Tanjung Jabung Barat District Health Office and several work units under it such as Community Health Centers and UPTD.

The population in this study is all employees working at the West Tanjung Jabung District Health Office consisting of ASN in the Health Office, 16 community health centers and 1 UPTD, The sampling technique used is probability sampling is a sampling method where each member of the population has the same opportunity to be selected as a sample, the type of probability chosen by the researcher is simple random sampling. (Sugiyono, in Herawati, et al., 2015).

This research will employ a quantitative design to describe and explain the performance of civil servants. To obtain this data, a survey method was used, utilizing a structured questionnaire aimed at respondents. The questionnaire format consists of two main sections: the first section covers general questions about civil servant characteristics, and the second section contains questions about the main research problem.

This study used SmartPLS software for data analysis, which is run on a computer. PLS (Partial Least Square) is a variance-based structural equation analysis (SEM) that can simultaneously test measurement models and structural models. The measurement model is used for validity and reliability testing, while the structural model is used for causality testing. PLS (Partial Least Square) is a soft modeling analysis because it does not assume data must be measured on a specific scale.

RESULTS AND DISCUSSION

Convergent Validity Testing

Convergent validity testing is a type of validity used to evaluate the extent to which an instrument or measuring tool measures the same construct effectively. In the context of statistics and data analysis, especially in latent variable-based models such as Partial Least Squares (PLS), convergent validity is important to ensure that the indicators or items used in the model truly reflect the same construct (Sugiyono, 2015).

Loading Factor

Loading factor is an important element in evaluating measurement models (Robbins, 2008). High loading factor values indicate that the indicator effectively measures the latent construct, while lower values indicate potential problems in the

model. The proper use and interpretation of loading factors helps ensure the validity and reliability of the measuring instrument or model being developed.

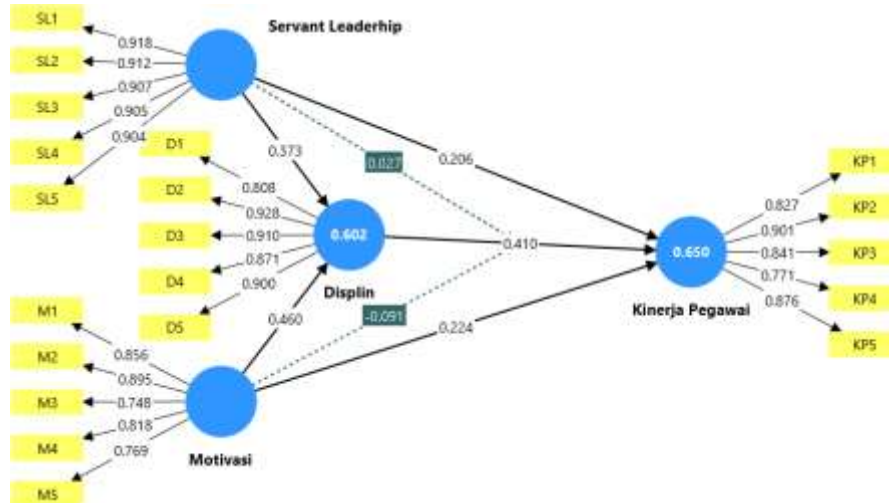


Figure 1. Outer Loading

Figure 1. is the initial step to answer the research objectives. The figure above shows that all variable indicators have outer loading values above 0.7. For more details, see Table 1. below:

Table 1. Outer Loading

	Discipline	Employee Performance	Motivation	Servant Leadership
D1	0.808			
D2	0.928			
D3	0.910			
D4	0.871			
D5	0.900			
KP1		0.827		
KP2		0.901		
KP3		0.841		
KP4		0.771		
KP5		0.876		
M1			0.856	
M2			0.895	
M3			0.748	
M4			0.818	
M5			0.769	
SL1				0.918
SL2				0.912
SL3				0.907
SL4				0.905
SL5				0.904

Source: Smart PLS 4 (2025)

Based on the outer loading results displayed in Table 1, it can be concluded that all indicators in each research variable, namely Servant Leadership (X1), Motivation (X2), Employee Performance (Y), and Discipline (M), have loading values above 0.70. This indicates that each indicator has excellent convergent validity and is suitable for use to represent its construct. In the context of Partial Least Squares Structural Equation Modeling (PLS-SEM), an outer loading value exceeding 0.70 indicates that the indicator makes a strong contribution to the latent variable it measures.

Average Variance Extracted(AVE)

AVE is an important tool in statistical analysis that helps assess how well a latent construct in a model can explain the variance of the indicators it measures. By ensuring that the AVE is greater than 0.5, you can verify that the latent construct has adequate convergent validity and that the indicators used in the model adequately reflect the construct being measured (Novia, 2021). The results of the AVE values are as follows:

Table 2. Average Variance Extracted Value

Variables	AVE value	Information
<i>Servant leadership</i> (X1)	0.909	Valid
Motivation (X2)	0.819	Valid
Employee Performance (Y)	0.844	Valid
Discipline(M)	0.884	Valid

Source: Smart PLS 4 (2025)

Based on Table 2, which presents the Average Variance Extracted (AVE) values for each variable in the model, it can be concluded that all variables have AVE values above the minimum threshold of 0.50. This high AVE value indicates that each construct in this model has met the convergent validity criteria. Convergent validity refers to the extent to which the indicators of a construct correlate with each other and truly reflect that construct.

Reliability Test

The composite reliability test is conducted to determine the extent to which a measuring instrument can be trusted for use. (Wiyono, 2011) All variables are declared reliable if their loading values are above 0.70. The composite reliability and Cronbach's Alpha values for each variable can be seen in Table 3. as follows:

Table 3. Composite Reliability and Cronbach Alpha

Variables	Composite Reliability	Information	Cronbach Alpha	Information
<i>Servant Leadership</i> (X1)	0.960	Reliable	0.948	Reliable
Motivation (X2)	0.910	Reliable	0.876	Reliable
Employee Performance (Y)	0.925	Reliable	0.898	Reliable

Discipline(M)	0.947	Reliable	0.930	Reliable
---------------	-------	----------	-------	----------

Source: Data Processing with PLS, 2025

Based on Table 3, which presents the Composite Reliability and Cronbach's Alpha values, it can be concluded that all constructs in this study, namely Servant Leadership (X1), Motivation (X2), Employee Performance (Y), and Discipline (M), meet the criteria for excellent reliability. Both Composite Reliability and Cronbach's Alpha of the four variables have values above 0.70, which is the minimum threshold for declaring a construct reliable in a PLS (Partial Least Squares)-based measurement model.

Thus, these results indicate that all measurement instruments in this study have been proven reliable, both in terms of internal consistency and indicator stability. This strengthens the validity of the instruments used and provides a strong foundation for proceeding to the structural model analysis stage. This high reliability also indicates that the research results can be trusted to describe the relationships between variables in the model.

Inner Model Evaluation

Testing and evaluation of the inner model is carried out for the hypothesis on the influence of exogenous variables on endogenous variables by comparing the results of the p value of the path coefficient with a significance level of $\alpha = 0.05$. The test can be said to be very significant if the p value is smaller than or equal to 0.05 ($p \text{ value} \leq 0.05$) or using the t table value of 1.96 with the criteria for rejecting and accepting the hypothesis, namely if the t-statistic > t count then the hypothesis is rejected, and if the t-statistic < t count then the hypothesis is accepted.

R Square

In assessing the model with PLS, start by looking at the R-square for each dependent latent variable (Hair et.al., 2017). There are three categories in the R-square value grouping. An R-square value of 0.75 is considered strong; an R-square value of 0.50 is considered moderate; and 0.25 is considered weak (Hair et al., 2010). Table 4. shows the results of R-square estimation using SmartPLS 4:

Table 4. R-square value

Variables	R-square
Employee Performance (Y)	0.650
Discipline (M)	0.602

Source: Data Processing with PLS, 2025

Table 4, shows the results for the R-square value of Employee Performance of 65.0 percent, and discipline of 60.2 percent. Based on the estimated R-square value results displayed in Table 4, it is known that the employee performance variable (Y) has an R-square value of 0.650 or equivalent to 65 percent, while the discipline variable (M) has an R-square value of 0.602 or 60.2 percent. The R-square value indicates the large proportion of variability in the dependent variable that can be

explained by the independent variables in the research model. Thus, 65 percent of the variation in employee performance can be explained by the variables of servant leadership and motivation, while the remaining 35 percent is explained by other factors outside the model. Similarly, 60.2 percent of the variation in discipline can also be explained by servant leadership and motivation, while only 39.8 percent is influenced by other factors. This R-square value indicates that the influence of servant leadership and motivation on employee performance and discipline is in the moderate category.

The inner model evaluation was conducted using bootstrapping tests, which yielded determination coefficients (R-square, Q-square), and hypothesis testing. The results of the inner model evaluation are explained as follows.

Q Square

Wiyono (2011), A model is considered to have relevant predictive value if the Q square value is greater than 0 (> 0). The predictive-relevance value is obtained using the following formula. The predictive-relevance value is obtained using the formula:

$$Q^2 = 1 - (1 - R^2) (1 - R^2)$$

$$Q^2 = 1 - (1 - 0.6022) (1 - 0.6502)$$

$$Q^2 = 1 - (1 - 0.362) (1 - 0.422)$$

$$Q^2 = 1 - (0.638)(0.578)$$

$$Q^2 = 1 - 0.790$$

$$Q^2 = 0.21$$

The result of the Q square calculation in this study is 0.21, meaning that the model in this study is suitable for explaining endogenous variables because the value of 0.21 > 0.

Hypothesis Testing

In SEM PLS analysis, the structural value of the model in this study can be seen from the direct effects value, also known as the path coefficient. Next, path coefficients are measured between constructs to determine the significance and strength of the relationship and also to test the hypothesis (Sugiyono, 2015).

Table 5. Path Coefficient

	Original sample (O)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	
Discipline -> Employee Performance	0.410	0.097	4,220	0.000	Accepted
Motivation -> Discipline	0.460	0.125	3,679	0.000	Accepted
Motivation -> Employee Performance	0.224	0.121	1,845	0.033	Accepted

Motivation x Discipline -> Employee Performance	-0.091	0.098	0.928	0.177	Rejected
Servant Leadership -> Discipline	0.373	0.119	3,137	0.001	Accepted
Servant Leadership -> Employee Performance	0.206	0.079	2,606	0.005	Accepted
Servant Leadership x Discipline -> Employee Performance	0.027	0.088	0.304	0.381	Rejected

Source: Data Processing with PLS, 2025

Based on the results of the path coefficient analysis in table 5, above, the following conclusions can be drawn:

- 1) Direct influence The effect of discipline on employee performance is 0.000, which means that if discipline increases by 1 unit, employee performance can increase by 0.000. This influence is positive.
- 2) Direct influence Motivation for discipline is 0.000, meaning that if motivation increases by 1 unit, discipline can increase by 0.000. This effect is positive.
- 3) Direct influence The effect of motivation on employee performance is 0.033, which means that if motivation increases by 1 unit, employee performance can increase by 0.033. This effect is positive.
- 4) Indirect influence The effect of motivation on employee performance through discipline is 0.177, meaning that if motivation increases by 1 unit, employee performance can indirectly increase by 0.177 through discipline. This effect is positive.
- 5) Direct influence *servant leadership* towards discipline is 0.001 which means that if *servant leadership* increases by 1 unit, discipline can increase by 0.001. This effect is positive.
- 6) Direct influence *servant leadership* on employee performance is 0.005, which means that if *servant leadership* increases by 1 unit, employee performance can increase by 0.005. This effect is positive.
- 7) Indirect influence *servant leadership* on employee performance through discipline is 0.381, which means that if *servant leadership* increases by 1 unit, employee performance can increase indirectly through discipline by 0.381. This effect is positive.

Hypothesis Testing

The indicator used in hypothesis testing in this study is the t value compared to the t table value. The hypothesis is declared accepted if the t value is greater than the t table, and the hypothesis is declared rejected if the t value is smaller than the t table with the results of the Path Coefficient test significance (Sugiyono, 2015). Based on these provisions, the results of the accepted and rejected hypothesis tests can be seen in Table 7, below:

Table 7. Hypothesis Testing

Hypothesis	Path			T value	T table	Information
	from	to	through			
H1	SL	D		3,137	1.65	Accepted
H2	M	D		3,679	1.65	Accepted
H3	D	K		4,220	1.65	Accepted
H4	SL	K		2,606	1.65	Accepted
H5	M	K		1,845	1.65	Accepted
H6	SL	K	D	0.304	1.65	Rejected
H7	M	K	D	0.928	1.65	Rejected

Source: Data management with PLS 4, 2025

DISCUSSION

The Influence of Servant Leadership on Discipline

The results of the hypothesis testing show that servant leadership has a positive and significant effect on discipline in the West Tanjung Jabung District Health Office, so it can be said that increasing Servant Leadership can improve discipline in the West Tanjung Jabung District Health Office. Servant leadership has a positive influence on work discipline because through exemplary behavior, empathy, and empowerment, leaders are able to build awareness and intrinsic responsibility in employees to comply with regulations and work consistently and ethically.

This research supports the results of research conducted by Suarni Nowawati et al. (2023); Stephen Eka Sapengga (2016); Nurwinten Panggabean (2023), Tri Ludi Harianto et al. (2014) which also stated that servant leadership has a positive and significant effect on employee performance. Hypothesis testing results indicate that servant leadership has a positive and significant effect on work discipline. This finding suggests that increasing service-oriented leadership practices can improve employee compliance and accountability with applicable work regulations within the organization.

Theoretically, the results of this study can be explained through the concept of servant leadership proposed by Robert K. Greenleaf, who asserts that effective leaders prioritize service to subordinates through empathy, empowerment, and individual development. Leadership that prioritizes the interests of subordinates will create positive interpersonal relationships between leaders and employees. This

relationship ultimately encourages the formation of a responsible work attitude and compliance with organizational rules.

Furthermore, the findings of this study can also be explained through the Social Exchange Theory proposed by Peter Blau. This theory explains that the reciprocal relationship between leaders and subordinates will produce positive behavioral responses from employees when they feel support and attention from the leader. In the context of public organizations, this leadership support can give rise to a moral obligation for employees to demonstrate good work behavior, including high work discipline. Thus, it can be emphasized that servant leadership functions as a structural factor that shapes employee work behavior, where service-oriented leadership can encourage the formation of work discipline as a form of internalization of organizational values.

The Influence of Motivation on Discipline

The results of the hypothesis testing indicate that motivation has a positive and significant effect on discipline in the West Tanjung Jabung District Health Office. Therefore, it can be concluded that increasing motivation can improve discipline in the West Tanjung Jabung District Health Office. Discipline has a positive influence on work discipline because the higher a person's motivation, the higher the level of discipline they demonstrate. Motivation acts as a driver of behavior that makes individuals more obedient, consistent, and responsible in carrying out their obligations.

The results of the hypothesis testing indicate that motivation has a positive effect on work discipline. This suggests that the higher an employee's motivation level, the greater their tendency to comply with work regulations and carry out their duties consistently.

This finding aligns with Abraham Maslow's hierarchy of needs theory, which explains that individuals are motivated to perform optimally when their psychological and social needs are met. Fulfilling these needs encourages individuals to exhibit positive work behaviors within the organization.

Furthermore, the results of this study are supported by Frederick Herzberg's two-factor theory, which distinguishes between motivating (intrinsic) and hygiene (extrinsic) factors. Motivating factors such as recognition, achievement, and opportunities for self-development will increase job satisfaction and encourage individuals to work more responsibly. Conversely, hygiene factors such as organizational policies and working conditions will influence the stability of employee work behavior.

In the context of government organizations, motivation not only drives employees to work to fulfill formal obligations but also fosters professional awareness to maintain the quality of public services. Thus, work motivation serves as a psychological force that drives the formation of work discipline within the organization.

The Influence of Discipline on Employee Performance

The results of the hypothesis testing show that discipline has a positive and significant effect on employee performance at the West Tanjung Jabung District Health Office. Therefore, it can be said that increasing discipline can improve employee performance at the West Tanjung Jabung District Health Office. Work discipline has a positive and significant effect on employee performance because the higher the level of employee discipline, the better the performance produced in terms of quality, quantity, timeliness, and accuracy of procedures. Discipline improves employee performance because it makes work more organized, efficient, minimizes errors, and forms a strong sense of responsibility. Discipline is not only about obeying the rules, but about building a professional work pattern that ultimately has a direct impact on work results. This study supports the results of research conducted by Tri Ludi Harianto et al. (2014) which also stated that servant leadership has a positive and significant effect on employee performance.

The results of the hypothesis testing indicate that work discipline influences civil servant performance. These findings indicate that employee compliance with work regulations, punctuality, and consistency in carrying out tasks are important factors in determining the level of civil servant performance.

Theoretically, work discipline is a crucial element in an organization's performance management system, particularly in bureaucratic organizations based on regulations and work standards. Work discipline reflects an employee's ability to fulfill their obligations and avoid violating applicable regulations within the organization.

From the perspective of performance theory proposed by Greenberg and Baron, individual performance is a function of ability, effort, and organizational support. Work discipline, in this context, serves as a behavioral mechanism that ensures that individual effort is consistently directed toward achieving organizational goals. Thus, work discipline can be understood as an operational mechanism that ensures stability and consistency in task execution, thereby contributing to improved employee performance.

The Influence of Servant Leadership on ASN Performance

The results of the hypothesis testing show that servant leadership has a positive and significant effect on employee performance at the West Tanjung Jabung District Health Office, so it can be said that increasing Servant Leadership can improve employee performance at the West Tanjung Jabung District Health Office. Servant Leadership, if implemented well, will help maximize the role of leaders in the organization. Servant leadership is very much needed by public institutions because it is in accordance with the vision and mission of public organizations as public servants, especially stakeholders and leaders can create visions, update attitudes, norms or values and behavior, as well as opinions and so on (Mulyadi, 2015). So that servant leadership supported by high job satisfaction can improve employee performance so that service to the community will be optimal.

This research supports the results of research conducted by Suarni Nowawati et al. (2023); Stephen Eka Sapengga (2016); Nurwinten Panggabean (2023), Tri Ludi Harianto et al. (2014) which also stated that servant leadership has a positive and significant effect on employee performance.

Motivation has a positive and significant influence on ASN performance

The results of the hypothesis testing show that motivation has a positive and significant effect on employee performance at the West Tanjung Jabung District Health Office. Therefore, it can be concluded that increasing motivation can improve employee performance at the West Tanjung Jabung District Health Office. Motivated ASN tend to They are more enthusiastic, proactive, and efficient in completing their tasks, which can improve the quality and quantity of work. If civil servants are motivated by a public service vision or organizational goals, they will work harder to achieve organizational targets.

This research supports the results of research conducted by Yosua Crispinus Hariyono and Fransisca Andreani (2020) which also stated that motivation has a positive and significant effect on ASN performance.

***Servant Leadership* has a positive and significant influence on performance through Discipline**

The results of the hypothesis testing show that Servant Leadership has a positive and insignificant effect on employee performance through discipline in the Tanjung Jabung Barat District Health Office, so it can be said that increasing servant leadership cannot improve employee performance through discipline in the Tanjung Jabung Barat District Health Office. The results show that only implementing servant leadership is not enough to improve performance through discipline. Servant leadership emphasizes serving, empowerment, individual development, empathy while discipline is often related to compliance with rules, control and sanctions because the character of servant leadership tends to serve rather than strictly supervise so that its effect on work discipline can be reduced/weak. In the Tanjung Jabung Barat District Health Office, it is necessary to strengthen other mechanisms that can be in the form of providing rewards to disciplined employees or through discipline training so that discipline really has an impact on performance in the Tanjung Jabung Barat District Health Office.

Theoretically, servant leadership plays a role in shaping employee work behavior through empowerment and fostering interpersonal relationships. However, in the context of a bureaucratic organization, employee performance is influenced not only by leadership and work discipline, but also by other factors such as competence, work systems, and organizational support.

Motivation has a positive and insignificant effect on performance through discipline.

The results of the hypothesis testing show that motivation has a positive but insignificant effect on employee performance through discipline at the West Tanjung Jabung District Health Office. Therefore, it can be concluded that increasing motivation cannot improve employee performance through discipline at the West Tanjung Jabung District Health Office. In the study by Ardianto et al. (2025), it was found that motivation has a positive effect on work discipline, but work discipline is not a significant mediator of performance. Therefore, although motivation drives discipline, discipline itself may not be strong enough or relevant as a performance-enhancing pathway in certain contexts.

The results of the hypothesis testing indicate that motivation does not significantly influence performance through work discipline. This indicates that work discipline has not been able to become the main channel connecting motivation with employee performance. Theoretically, motivation does play a role in increasing the intensity of individual effort. However, in organizations with highly structured work systems such as government bureaucracies, individual motivation does not necessarily directly result in increased performance if it is not accompanied by other factors such as competence, performance management systems, and organizational support.

CONCLUSION

Based on the data analysis and discussion conducted in the previous section, the following conclusions can be drawn:

1. Servant leadership has a positive and significant impact on civil servant work discipline at the West Tanjung Jabung Regency Health Office. This indicates that the better the implementation of service-oriented leadership, empowerment, and role modeling for subordinates, the higher the level of employee discipline in carrying out their duties and responsibilities.
2. Work motivation has a positive and significant impact on the work discipline of civil servants at the West Tanjung Jabung Regency Health Office. This finding indicates that employees with a high work drive tend to demonstrate compliance with work regulations and have a greater commitment to carrying out organizational tasks.
3. Work discipline has a positive and significant impact on the performance of civil servants at the West Tanjung Jabung Regency Health Office. In other words, a high level of employee discipline in carrying out duties, complying with organizational regulations, and maintaining work responsibilities will have a direct impact on improved employee performance.
4. Servant leadership has a positive and significant impact on the performance of civil servants at the West Tanjung Jabung Regency Health Office. This demonstrates that leadership that prioritizes service to subordinates can create

a conducive work environment, thereby increasing employee productivity and performance.

5. Work motivation has a positive and significant impact on the performance of civil servants at the West Tanjung Jabung Regency Health Office. Employees with high work motivation tend to demonstrate greater work ethic, responsibility, and commitment to achieving organizational goals.
6. Work discipline is unable to significantly mediate the effect of servant leadership on ASN performance. This indicates that although servant leadership can improve work discipline, this improvement in work discipline does not directly strengthen the relationship between servant leadership and employee performance.
7. Work discipline is unable to significantly mediate the effect of work motivation on ASN performance. This finding indicates that the relationship between work motivation and ASN performance is more direct than through the mechanism of work discipline as an intermediary variable.

REFERENCES

- Abdillah, W., & Hartono, J. (2015). *Partial Least Square (PLS) Alternatif Structural Equation Modeling (SEM) dalam Penelitian Bisnis*. Yogyakarta: Andi Offset.
- Aidin Bentar, Murdijanto Purbangkoro dan Dewi Prihartini. (2017). "Analisis Pengaruh Kepemimpinan, Motivasi, Disiplin Kerja dan Lingkungan Kerja terhadap Kinerja Karyawan Taman Botani Sukorambi (TBS) Jember". *Jurnal Manajemen dan Bisnis Indonesia*. Vol. 3 No. 1, Juni 2017.
- Alfisah, (2013). "Pengaruh Motivasi, Disiplin dan Kepemimpinan terhadap Kinerja Pegawai Badan Pemberdayaan Perempuan Perlindungan Anak dan Keluarga Berencana Kabupaten Banjar". *Jurnal Wawasan Manajemen*, Vol. 1, No. 1, Februari 2013.
- Ardana, Mujiati, dan Mudiarta, 2012. *Managemen Sumber Daya Manusia*. New Jersey: Prantice Hall. Inc. Index
- Arikunto, S. (2006). *Prosedur Penelitian Suatu pendekatan Praktek*. Jakarta: Rineka cipta.
- Arizona, D., Riniwati, H., dan Harahap, N. (2013). *Analisis Pengaruh Gaya Kepemimpinan, Motivasi Kerja, dan Komitmen Organisasional terhadap Kinerja Pegawai (Studi pada Dinas Kelautan dan Perikanan Kabupaten Malang)*. *API student Journal*, Vol.1, No., pp 1-11.
- Armstrong, Michael. (1994). *Manajemen Sumber Daya Manusia: A Handbook Of Human Resource Management*. Jakarta: PT Elex Mediakomputindo.
- Arthawan, K. dan Mujiati, N. (2017). *Pengaruh gaya kepemimpinan transformasional dan kepuasan kerja terhadap kinerja karyawan*. *E-Jurnal Manajemen Unud*. Vol.6, No.3, 1221-1247.
- Azanita, (2016). *Pengaruh Motivasi Kerja dan Gaya Kepemimpinan Atasan terhadap Kinerja Pegawai melalui Komitmen Organisasi di Kementerian Hukum dan HAM Republik Indonesia*. *Jurnal Eksekutif*, Vol.13, N0. 1, 112-136

- Bangun, (2014). *"Pengaruh Kepemimpinan, Motivasi Kerja, Disiplin Kerja dan Lingkungan Kerja terhadap Kinerja Karyawan dan Dosen STMIK Duta Bangsa Surakarta"*. Jurnal Sainstech Politeknik Indonusa Surakarta ISSN: 2355-5009 Vo. 1 Nomor 1 Juni tahun 2014.
- Bateman, Thomas S. dan Scott A. Snell. (2014). *Manajemen Kepemimpinan dan Kerja Sama dalam Dunia Yang Kompetitif*. Jakarta: Salemba Empat.
- Bayu P, Dharmanegara dan Ni Wayan S, (2018). *"The Effect of Leadership and Motivation Againsts Work Discipline and Performance of Civil Servant Employees at Balai Wilayah Sungai Bali Penida"*. Jurnal Ekonomi dan Bisnis, Vol. 5, No. 1, Maret 2018.
- Brahmasari, I.A dan Suprayetno, A. (2008). *Pengaruh Motivasi Kerja, Kepemimpinan dan Budaya Organisasi Terhadap Kepuasan Kerja Karyawan serta Dampaknya pada Kinerja Perusahaan (Studi kasus pada PT. Pei Hai International Wiratama Indonesia)*. Jurnal Manajemen dan Kewirausahaan, Vol.10, No.2, Surabaya.
- Budhiasa, S (2016). *Analisis Statistik Multivariate dengan menggunakan Aplikasi SEM PLS SmartPLS 3.2.6*. Udayana University Press, 2016.
- Budiarto (2018). *"Pengaruh Budaya Organisasi, Motivasi Kerja, Kompensasi dan Kepuasan Kerja terhadap Kinerja Dosen STIE LA TANSa MASHIRO"*. S2, Thesis, 2018.
- Davis, Newstrom, .1985 . *Kiat Meningkatkan Produktivitas Kerja*. PT Rineka Cipta. Jakarta.
- Eva, N., Robin, M., Sendjaya, S., van Dierendonck, D., & Liden, R. C. (2019). *Servant leadership: A systematic review and call for future research*. The Leadership Quarterly, 30(1), 111–132.
- Feoh, Novia Christine. (2024). *Servant Leadership and Innovative Work Behavior Among Civil Servants The Mediating Role Of Work Meaningfulness*. Politeknik Ilmu Pemasaryakatan. Vol 2 No 1 (2024): Journal of Mental Health And Social Rehabilitation (JMHSR).
- Ferdinand, A. (2014). *Metode Penelitian Manajemen*. Semarang: Badan Penerbit Universitas Diponegoro.
- Ghozali, Imam. (2011). *Aplikasi Analisis Multivariate Dengan Program SPSS*. Semarang: Badan Penerbit Universitas Diponegoro.
- Hamzah B. Uno, M. 2010. *Teori motivasi dan pengukurannya*. Jakarta: PT Bumi Aksara
- Harwiki, Wiwiek. (2013). *Influence of Servant Leadership to Motivation, Organization Culture, Organizational Citizenship Behavior (OCB), and Employee's Performance in Outstanding Cooperatives East Java Province, Indonesia*, IOSR Journal of Business and Management (IOSR-JBM). Vol.8, No.5, PP 50-58
- Hasibuan, (2019) *Manajemen Sumber Daya Manusia*. PT Bumi Aksara. Jakarta.
- Hasibuan, Malayu, SP. (2019). *Organisasi dan Motivasi*, Jakarta: Bumi Aksara
- Hussain, A dan Ali, W. (2012). *Effects of Servant Leadership on Followers Job Performance*. Departmen of Management Science. Vol.31, No.4, PP.359-368.
- Instruksi Presiden No. 7 Tahun 1999

- Irefin, P, dan Mechani, M, A. (2014). *Effect of Employee Commitment on Organizational Performance in Coca Cola Nigeria Limited Maiduguri, Borno State*, IOSR Journal Of Humanities And Social Science (IOSR-JHSS), Vol. 18, No.1
- Irving, J. A. (2005). *Servant Leadership and the Effectiveness of Teams. Disertation of Doctor of Philosophy in Organizational Leadership.*
- Ismie Fauziah S, 2020, Gaya kepemimpinan dalam mendukung perilaku organisasi di PT. Kerry Ingredients Indonesia pada masa pandemic Covid 19, *Jurnal PROFIT Kajian Pendidikan Ekonomi dan Ilmu Ekonomi*, 7(2)
- Ivancevich, J., dan Matteson, M. (2007). *Perilaku dan Manajemen Organisasi*. Jakarta: Erlangga.
- Kamanjaya, G., Supartha, W., dan Dewi, IG. (2017). *Pengaruh Servant Leadership terhadap Komitmen Organisasional dan Kinerja Pegawai (Studi pada Pegawai Negeri Sipil di RSUD Wangaya Kota Denpasar)*. E-jurnal Ekonomi dan Bisnis Universitas Udayana, Vol.6, No. 7.
- Kasmir. (2016). *Manajemen Sumber Daya Manusia*. Jakarta: Raja Grafindo Persada.
- Kreitner, Robert dan kinicki, Angelo. (2005). *Perilaku Organisasi*. Buku 1, Edisi ke lima. Jakarta: Salemba empat.
- Kuncoro, M. (2009). *Metode riset untuk bisnis dan ekonomi*. Jakarta: Erlangga.
- Liden, Wyne, Handerson. (2008). *Servant Leadership: Development of a multidimensional measure and multi-level assessment*. The Leadership Quarterly 19. PP161–177
- Luthans, Fred. 2002. *Organizational Behavior*. New York: McGraw-Hill Company.
- Mangkunegara, A. (2016). *Manajemen Sumber Daya Manusia Perusahaan*. Bandung: Remaja Rosdakarya.
- Mathis dan Jackson, . 2002 . *Performance Appraisal: Sistem Yang Tepat Untuk Menilai Kinerja Karyawan Dan Meningkatkan Daya Saing Perusahaan*. PT RAJAGRAFINDO PERSADA. Jakarta.
- Mazarei, E.,Hoshyar, M., dan Naurbakhsh, P. (2013). *The Relationships between Servant Leadership Style and Organizational Commitment*. Scholars Research Library. Vol.5, No.1, 321-317.
- Meuser, J.D., Liden, R. C., Wayne, S. J., dan Henderson, D. J. (2011). *Is Servant Leadership Always a Good Thing? The Moderating Influence of Servant Leadership Prototype*. Paper presented at the annual meeting of the Academy of Management, San Antonio, Texas.
- Moeheriono. (2012). *Pengukuran Kinerja Berbasis Kompetensi*. Edisi Revisi. Jakarta: Raja Grafindo Persada
- Muliadi, M. dkk (2018). *Pengaruh Servant leadership Dan Disiplin Kerja Terhadap Kinerja Pegawai Pada Dinas Pekerjaan Umum (Pu) Pengairan Kabupaten Kapuas Kalimantan Tengah*. *Jurnal Ilmiah Ekonomi Bisnis*, 4(1), 87–92. <https://doi.org/10.35972/jieb.v4i1.192>
- Musakabe, H. (2004). *Mencari Kepemimpinan Sejati, di Tengah Krisis dan Reformasi*. Jakarta: Penerbit Citra Insan Pembaru.

- Nadir, M. (2016). *Pengaruh Servant Leadership, Karakteristik Individu, Budaya Organisasi terhadap Komitmen Organisasional dan Kinerja Aparatur Sipil Negara pada Pemerintah Provinsi Sulawesi Barat*. Jurnal Pendidikan PEPATUDZU, Vol. 1, No. 2, 38-50.
- Nawawi dan Hadiri .2016 . *Pengaruh Motivasi Kerja, Kepuasan Kerja, Budaya Organisasi Dan Kepemimpinan Terhadap Kinerja Pegawai*. EKOBIS
- Norawati, Suarni. Dkk. (2023). *The Effect Of Servant Leadership And Work Motivation On The Performance Of State Civil Apparatus Through Organizational Commitment*. Postgraduate Management Program STIE Bangkinang, Indonesia. VOL. 7 NO. 1 (2023): IJEBAR, VOL. 07 ISSUE 01, MARCH 2023.
- Northouse, P.G. (2013). *Kepemimpinan: Teori dan Praktik*. Edisi Keenam. Jakarta: PT Indeks.
- Novia Luth s, et, all, 2021, *Kinerja Karyawan*, Widina Bhakti Persada Bandung
- Nurwinten Panggabean (2023) *Pengaruh T Pengaruh Talent Management Dan Servant leadership T Leadership Terhadap Kinerj Ap Kinerja Asn Kan A Asn Kantor Pusa Or Pusat Bpk Ri*
- Oktari, M. (2022). *Pengaruh Servant leadership dan Lingkungan Kerja Terhadap Kinerja Pegawai pada Dinas Perumahan Kawasan Permukiman Pertanahan dan Lingkungan Hidup Kota Sawahlunto*. *Journal of Business and Economics (JBE) UPI YPTK*, 7(2), 30–37. <https://doi.org/10.35134/jbeupiyptk.v7i2.148>
- Perbub tanjab barat No. 25 Tahun 2023
- Pramudito, L., dan Yunianto, A. (2009). *Pengaruh Kepemimpinan dan Motivasi Terhadap Kinerja dengan Komitmen Organisasional sebagai Mediasi (Studi pada Perangkat Desa Kecamatan Batang Kabupaten Batang)*. TEMA Telaah Manajemen, Vol. 6, No.1, 1-18.
- Retmono, A.W. (2013). *Analisis Pengaruh Gaya Kepemimpinan Melayani (Servant Leadership) dan Budaya Organisasi terhadap Komitmen Organisasional dalam Meningkatkan Kinerja Karyawan*. Jurnal H social Sciences (General), Vol. 1, No.1
- Retmono, A.W. (2020). *Analisis Pengaruh Gaya Kepemimpinan Melayani (Servant Leadership) dan Budaya Organisasi terhadap Komitmen Organisasional dalam Meningkatkan Kinerja Karyawan*. Jurnal H social Sciences (General), Vol. 1, No.1
- Rivai, V. (2004). *Manajemen Sumber Daya Manusia Untuk Perusahaan*. Ed.1-2. Jakarta: Raja Grafindo Persada.
- Rivai, Veithzal, (2011), *Manajemen Sumber Daya Manusia untuk Perusahaan: dari Teori Ke Praktik*, Edisi Pertama, Jakarta: Penerbit PT. Raja Grafindo Persada.
- Robbins, S., dan Judge, T., (2008). *Perilaku Organisasi* (Diana Angelica, Penerjemah). Jakarta: Salemba Empat
- Robbins. (2006) . *Perilaku organisasi*. Edisi Bahasa Indonesia. PT Indeks Kelompok Gramedia. Jakarta.
- Sanusi, A. (2011). *Metodologi Penelitian Bisnis*. Jakarta: Salemba Empat

- Sedarmayanti. (2007). *Manajemen Sumber Daya Manusia, Reformasi Birokrasi dan Manajemen Pegawai Negeri Sipil*. Cet. Ke-lima. Jakarta: Refika Aditama.
- Sekaran. (2008). *Metodologi Penelitian untuk Bisnis*. Jakarta: Salemba Empat.
- Siagian . (2012) . *Analisis Faktor Gaya Kepemimpinan Dan Faktor Etos Kerja Terhadap Kinerja Pegawai Pada Organisasi Yang Telah Menerapkan SNI 19-9001-2001*. Jurnal Standardisasi
- Siagian .(2016) . *Kiat Meningkatkan Produktivitas Kerja*. PT Rineka Cipta. Jakarta.
- Siagian. Sondang P. (2012). *Manajemen Sumber Daya Manusia*, Bumi Aksara. Jakarta
- Simanjuntak, P. (2005). *Manajemen dan Evaluasi Kinerja*. Jakarta: Fakultas Ekonomi Universitas Indonesia
- Stephen Eka Sapengga (2016) *Pengaruh Servant leadership Terhadap Kinerja Karyawan Pada Pt. Daun Kencana Sakti Mojokerto*.
- Sugiyono. (2015). *Metode Penelitian Kuantitatif Kualitatif dan R&D*. Cet ke-22. Bandung: Alfabeta
- Sutrisno, E. 2016. *Manajemen Sumber Daya Manusia*. Cetakan ke-8. Kencana Prenada Media Group. Jakarta
- Suyadi. (2016). *Analisis Hubungan Kepemimpinan Melayani dengan Komitmen Organisasional: Studi pada BPJS Kesehatan Kantor Wilayah Jambi*. Jurnal Ilmiah Ekonomi Global Masa Kini, Vol. 07, No. 02, 37-43.
- Tri Ludi Harianto, Sampeadi, Choirul Shaleh (2014) *Pengaruh Servant leadership Terhadap Kinerja Pegawai Melalui Disiplin Kerja Pada Dinas Pekerjaan Umum (PU) Pengairan Kabupaten Banyuwangi*
- Washington, R., Clayton, H.R., Sauser, W.I., Sutton, C.D., dan Flowers, G.T. (2007). *Empirical Relationship among Servant, Transformational, and Transactional Leadership: Similarities, Differences, and Correlations with Job Satisfaction and Organizational Commitment*. Dissertation of Doctor of Philosophy.
- Wibowo. (2016) . *Pengaruh Persepsi Karyawan Mengenai Perilaku Kepemimpinan, Kepuasan Kerja Dan Motivasi Terhadap Kinerja*. JRBI
- Wibowo. (2016). *Manajemen Kinerja*. Cet. Ke-10. Jakarta: RajaGrafindo Persada.
- Yekti, S. (2022). "Pengaruh Gaya Kepemimpinan, Motivasi dan Disiplin Kerja terhadap Kinerja Pegawai di kantor Sekretariat Daerah Kabupaten Kutai Timur". Jurnal Paradigma, Vol. 1, No. 3, Desember 2022, ISSN 2252-4266.
- Yosua Crispinus Hariyono dan Fransisca Andreani (2020) *Pengaruh Servant leadership Terhadap Kinerja Karyawan Melalui Motivasi Kerja Di Ud. Anugrah Mulya Rejeki*.
- Yousef, D.A. (2000). *Organizational Commitment: A Mediator of The Relationship of Leadership Behaviour with Job Satisfaction and Performance In A Non-Western Country*. Journal of Managerial Psychology, Vol. 15 No. 1 pp. 6-24.
- Yukl, G. (2015). *Kepemimpinan dalam Organisasi*. Edisi Ketujuh. Jakarta: PT Indeks.
- Zarkani, Tona Aurora Lubis (2022) *Pengaruh Servant leadership Terhadap Kinerja Pegawai Melalui Motivasi Kerja Sebagai Variabel Mediator*.