

## The Effect of Servant Leadership and Teamwork on Employee Performance through Work Motivation as a Mediating Variable

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### ABSTRACT

*This study aims to analyze the influence of Servant Leadership and Teamwork on Employee Performance through Work Motivation as a mediating variable among employees at CV. Shahia Hijab Indonesia. This study was motivated by the issue of suboptimal employee performance, as evidenced by fluctuations in productivity, delays in meeting work targets, and inconsistent work quality. This study employs a quantitative approach using a survey method. The study population consists of all 97 employees at CV. Shahia Hijab Indonesia. A saturated sampling technique was used, meaning the entire population served as the study's respondents. Data were collected through the distribution of questionnaires and analyzed using the Partial Least Squares Structural Equation Modeling (SEM-PLS) method with the assistance of the SmartPLS 4 software. The findings of this study indicate that improvements in employee performance are not only directly influenced by service-oriented leadership and effective teamwork but also through increased employee motivation. Therefore, companies need to optimize servant leadership practices, strengthen teamwork, and boost work motivation to achieve more optimal and sustainable employee performance*

**Research Aims:** To analyze the influence of Servant Leadership and Teamwork on Employee Performance through Work Motivation as a mediating variable among employees of CV. Shahia Hijab Indonesia

**Design/Methodology/Approach:** This study employs a quantitative approach using a survey method. Data were collected by distributing questionnaires to employees who served as research respondents. The sampling technique utilized purposive sampling in accordance with predetermined criteria. Data analysis was conducted using Partial Least Squares (PLS)-based Structural Equation Modeling (SEM) to test the direct and indirect effects between Servant Leadership, Teamwork, Work Motivation, and Employee Performance.

**Research findings:** The results indicate that servant leadership and teamwork have a positive effect on work motivation. Furthermore, servant leadership, teamwork, and work motivation also have a positive effect on employee performance. Work motivation was found to mediate

**Keywords:** *Servant Leadership; Work Motivation; Teamwork; Employee Performance*

*the effects of servant leadership and teamwork on employee performance; thus, improving the quality of servant leadership and fostering effective teamwork can enhance work motivation and lead to improved employee performance. Theoretical Contribution/Originality: This study contributes to the development of human resource management literature by integrating servant leadership and teamwork into a single research model that explains employee performance through work motivation as an intervening variable. This study enriches the empirical evidence regarding the role of work motivation as a mechanism that bridges the relationship between organizational factors and employee performance. Practitioner/Policy Implications: The research findings provide implications for corporate management to improve employee performance through the implementation of servant leadership, the strengthening of teamwork, and the creation of a work environment that fosters employee work motivation. Organizations can develop leadership training and team-building programs to support the achievement of optimal performance. Research Limitations/Implications: This study is limited to specific subjects and a limited number of respondents; therefore, the findings cannot yet be broadly generalized. Additionally, the study only examined servant leadership, teamwork, and work motivation as factors influencing employee performance. Future research is encouraged to include other variables such as job satisfaction, organizational commitment, organizational culture, or the work environment, and to expand the scope of the study to obtain more comprehensive results..*

## INTRODUCTION

An organization is a living and evolving bureaucratic or social structure. It also serves as a “living space” for developing human potential and as a means for individuals to seek meaning (Yassin & Hasyim, 2021). This perspective highlights the interdependence between organizations and human resources. The most competitive human resources within an organization are those who demonstrate commitment and engagement toward the organization.

In today’s era of globalization, marked by increasingly fierce competition, companies are required not only to rely on technology and capital but also to optimize human resources (HR) as a key asset in achieving organizational goals. If an organization is able to achieve its established goals, it can be said that the organization is effective. Employee performance is one of the key factors determining an organization’s success in achieving its strategic goals (Robbins, 1996). To achieve optimal employee performance, organizations need to consider various *internal* factors that influence employees, such as *servant leadership*, teamwork, and

*work motivation*. A deeper understanding of the interactions among these factors can help organizations formulate more effective strategies for improving employee performance.

According to (Isbat et al., 2025), in an increasingly complex and competitive work environment, organizations are required to focus not only on achieving business targets but also on developing the quality of their human resources. According to (Hariyono Yosua Crispinus & Andreani Fransisca, 2020), every company must possess the ability to adapt and compete effectively to survive amid today's intense global competition. To adapt to an ever-changing business environment, companies must pay attention to how they manage their resources, particularly human resources. Leadership is a critical component that influences the quality and performance of human resources. Good leadership can guide, motivate, and create a pleasant work environment so that employees can work optimally and contribute fully to the achievement of the company's goals. Therefore, the role of leaders is crucial to the success of organizations in the current era of globalization as they face challenges and opportunities.

According to a study (Wibowo, 2023), suboptimal employee performance has a direct impact on the decline in the quality of service perceived by customers. This is reflected in an increase in customer complaints, service disruptions that are not addressed promptly, and even customers' decisions to cancel their subscriptions. This phenomenon indicates that employee performance has not yet fully met the expectations of either the company or customers. These issues cannot be separated from internal organizational factors, particularly those related to the work environment, leadership, and work motivation. An unfavorable work environment—such as a heavy workload, a lack of support facilities, or ineffective workplace communication—can reduce employee productivity. Furthermore, a leadership style that fails to effectively direct, guide, and motivate employees can potentially lead to a lack of engagement and accountability in the workplace. On the other hand, low employee motivation—whether due to a lack of recognition, development opportunities, or career clarity—can result in diminished work enthusiasm and a decline in the quality of work output. These conditions indicate that employee performance is influenced not only by individual capabilities but also by how the organization creates a supportive work environment, implements effective leadership, and fosters strong work motivation. When these factors do not function optimally, employee performance tends to decline, which ultimately impacts the organization's overall performance—including customer satisfaction and loyalty.

Employee performance is a key factor in determining an organization's success in achieving its established goals, as it reflects the extent to which an individual can make a tangible contribution to the organization's productivity and effectiveness. Employee performance is generally defined as the results achieved by an individual in carrying out their duties and responsibilities, measured based on the quality, quantity, and timeliness of task completion. (Qustolani et al., 2025). Furthermore, employee performance also indicates how effectively and efficiently an individual carries out their work, as well as the extent of their contribution to achieving the organization's overall objectives, as stated by (Maryadi et al., 2026). From a Human Resource Management perspective, employee performance has several

key dimensions: task performance, contextual performance, and adaptive performance. These dimensions indicate how well employees can adapt to changes in their work environment (Eshete et al., 2025).

One of the organization's objectives is to improve employee performance. Employee performance is defined as the results of work performed by employees in terms of both quality and quantity. According to (Prabu Anwar Mangkunegara, 2011), employee performance refers to the results of work performed by employees in terms of both quality and quantity. Optimal performance enhances the achievement of company targets and the overall performance of the human resources management system. As stated by (Aiman et al., 2019), performance refers to all efforts made by employees to achieve the company's objectives. Good performance is closely related to work efficiency, the quality of work output, discipline, and the competencies possessed by individuals within the organization.

Research findings by (Gede et al., 2017) demonstrate that *servant* leadership does not have a significant effect on performance. Research by (Gustini et al., 2025), however, indicates that *servant leadership* has a positive and significant effect on employee performance. Achieving an organization's vision requires more than just leadership *hard skills* and *knowledge*; it also demands the right attitude and exemplary behavior—or *soft skills*—from employees aimed at fulfilling organizational goals. Exemplary employee behavior naturally has a positive impact on enhancing employee performance. *Servant Leadership* is essential for companies to maximize employee performance.

Previous research has shown that *teamwork* has a positive and significant effect on employee performance (Alviani & Nuvriasari, 2022), meaning that teamwork within a company can increase job satisfaction and improve employee performance itself. However, other studies suggest that *teamwork* does not have a significant effect on employee performance (Abdillah et al., 2025). This indicates that a gap still exists, making it necessary for researchers to further investigate this topic. According to Nurul et al. (2023), *teamwork* is a collaborative process involving people with diverse skills, knowledge, and ideas to achieve shared organizational goals. Teamwork is also viewed as a form of social interaction in which team members depend on one another to complete organizational tasks. Teamwork is not just about completing tasks, but also about collaborating, communicating, and contributing to shared goals. Teamwork enables employees to collaborate and increase productivity, making it one of the most important interpersonal skills in an organizational context.

Previous research has shown that *work motivation* has a positive and significant effect on employee performance (Sagita et al., 2024). This means that employees with high work motivation will demonstrate improvements in the quality, quantity, and timeliness of task completion. They also feel more motivated and take more initiative in their work, which enables the organization to enhance its efficiency and effectiveness. The journal also explains that work motivation is a key factor influencing employee work *behavior* and that it can boost employees' work enthusiasm and commitment to the organization. Employee performance will improve significantly if companies can boost employee motivation through rewards, the

work environment, and leadership. However, other studies suggest that *work motivation* does not have a significant effect on employee performance (Purnomo, Agus Multi, 2020). This indicates that a gap still exists, prompting the researchers to conduct this study.

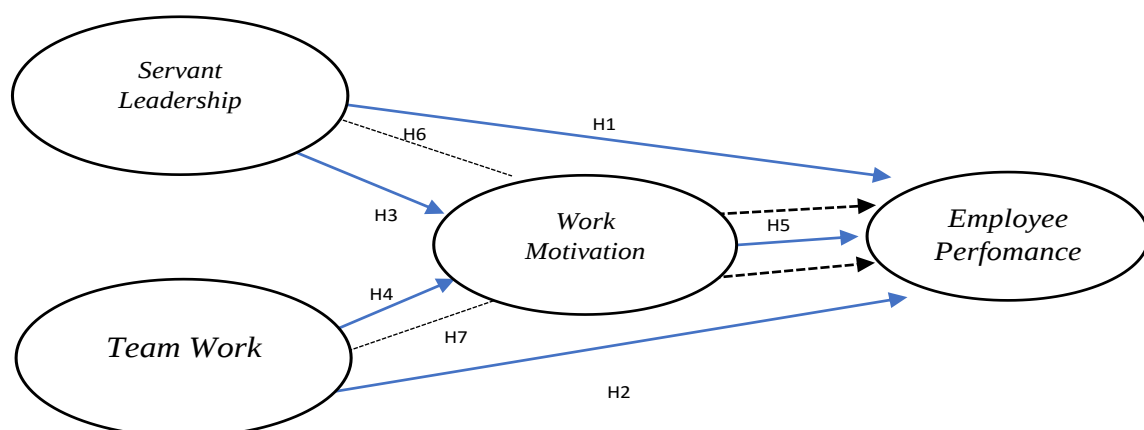
Based on the above description, this study aims to analyze the influence of *Servant Leadership* and *Teamwork* on *Employee Performance* through *Work Motivation* as a mediating variable among employees at CV. Shahia Hijab Indonesia. This study is expected to make a theoretical contribution to the development of human resource management and provide practical recommendations for companies on how to improve employee performance by strengthening servant leadership, fostering effective teamwork, and promoting high work motivation.

## RESEARCH METHOD

This study employs a quantitative approach with a causal research design aimed at analyzing the effects of Servant Leadership and Teamwork on Employee Performance through Work Motivation as a mediating variable. The quantitative approach was chosen because it can objectively measure relationships between variables and draw conclusions based on statistical analysis.

The object of this study is CV. Shahia Hijab Indonesia, while the research subjects are all employees working at the company. The population in this study consists of all employees of CV. Shahia Hijab Indonesia. The sampling technique used is non-probability sampling with the saturated sampling method, in which all members of the population are included as research respondents. The number of respondents in this study was 97 employees.

This study utilized four variables: Servant Leadership as the first independent variable (X1), Teamwork as the second independent variable (X2), Work Motivation as the mediating variable (Z), and Employee Performance as the dependent variable (Y).



Servant Leadership is defined as a leadership style focused on serving subordinates by prioritizing the needs, development, and well-being of employees. The measurement of this variable is based on Liden et al. (2008) and consists of nine dimensions: *emotional healing*,

*creating value for the community, conceptual skills, empowering, helping subordinates grow and succeed, putting subordinates first, behaving ethically, relationships, and servanthood.*

Teamwork is defined as an individual's ability to collaborate with other team members to achieve organizational goals effectively and efficiently. The measurement of the Teamwork variable is based on Salas et al. (2005) and consists of five dimensions: *team leadership, team orientation, mutual performance monitoring, backup behavior, and adaptability.*

Work Motivation is defined as internal and external drives that influence an individual's enthusiasm, behavior, and effort in performing work to achieve organizational goals. This variable is measured based on Maslow's Hierarchy of Needs, which includes *physiological needs, safety needs, social needs, esteem needs, and self-actualization needs.*

Employee Performance is defined as the level of an employee's work output in carrying out tasks and responsibilities in accordance with standards established by the organization. This variable is measured using indicators of *quality of work, quantity of work, timeliness, effectiveness, and independence.*

The data used in this study are primary data obtained directly from respondents through the distribution of questionnaires. The research instrument was designed based on the indicators of each variable and measured using a five-point Likert scale: 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, and 5 = strongly agree.

The data analysis technique used was Structural Equation Modeling-Partial Least Squares (SEM-PLS) with the assistance of SmartPLS software. The analysis was conducted in two stages: evaluation of the measurement model (*outer model*) and evaluation of the structural model (*inner model*). The *outer model* evaluation was used to test construct validity and reliability through *factor loadings, Average Variance Extracted (AVE), Composite Reliability, and Cronbach's Alpha.* Meanwhile, the *inner model* evaluation was used to test the relationships among variables using *path coefficients, R-squared, and effect size (f<sup>2</sup>).* Hypothesis testing was performed using the *bootstrapping* method by examining *t-statistics* and *p-values.* Additionally, this study examined the mediating effect of Work Motivation on the relationship between Servant Leadership, Teamwork, and Employee Performance.

## RESULTS AND DISCUSSION

### Description of the Research Subject

The research subject is CV. Shahia Hijab Indonesia, a manufacturing company operating in the Muslim fashion sector and specializing in hijab production. The company was founded in 2018 and operates an integrated business process, ranging from design, production, and quality control to product marketing to consumers. As a manufacturing company, CV. Shahia Hijab Indonesia manages various operational activities involving several key divisions: Production, Warehouse, Marketing, Finance, Content, Human Resources (HR), and IT Support.

The Production Division is responsible for the product manufacturing process, quality control, and product design development. The Warehouse Division is responsible for

inventory management as well as product packaging and distribution. The Marketing Division handles marketing activities and sales management through various digital platforms. The Finance Division is responsible for managing the company's finances. The Content Division supports marketing activities by creating promotional materials, while the Human Resources Division manages human resources and employee development. The IT Support Division is tasked with supporting the company's technology-based operations.

### Description of the Research Subject

The research subjects are all 97 employees of CV. Shahia Hijab Indonesia. This study employed a saturated sampling technique, meaning the entire population was included as research respondents. Data collection was conducted by distributing an online questionnaire via Google Forms from February 24, 2026, to March 1, 2026.

A total of 97 questionnaires were successfully collected, and all of them were usable in the research data analysis process, achieving a 100% response rate. The research respondents came from various divisions within the company, namely Production, Warehouse, Marketing, Finance, Content, Human Resources (HR), and IT Support, thereby providing a representative picture of the organization's overall condition.

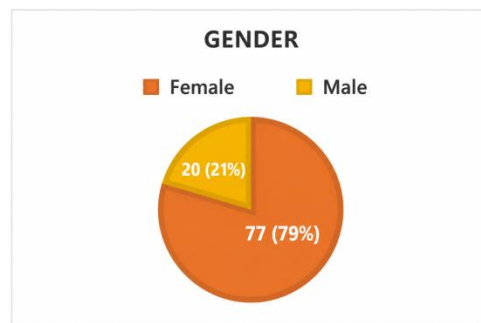
| Employee Name Data for<br>CV. Shahia Hijab Indonesia |                   | Number of<br>Employees | Respondents | Percentage of<br>Respondents (Total) |
|------------------------------------------------------|-------------------|------------------------|-------------|--------------------------------------|
| No                                                   | Division Name     |                        |             |                                      |
| 1                                                    | Sewing            | 9                      | 9           | 100                                  |
| 2                                                    | Quality Control   | 15                     | 15          | 100                                  |
| 3                                                    | Fashion Designer  | 3                      | 3           | 100                                  |
| 4                                                    | Warehouse         | 21                     | 21          | 100                                  |
| 5                                                    | Packing           | 13                     | 13          | 100                                  |
| 6                                                    | Live Host         | 10                     | 10          | 100                                  |
| 7                                                    | Marketplace Admin | 9                      | 9           | 100                                  |
| 8                                                    | Finance           | 5                      | 5           | 100                                  |
| 9                                                    | Content           | 9                      | 9           | 100                                  |
| 10                                                   | Human Resources   | 2                      | 2           | 100                                  |
| 11                                                   | IT Support        | 1                      | 1           | 100                                  |
| <b>Total</b>                                         |                   | <b>97</b>              | <b>97</b>   | <b>100</b>                           |

Source: Questionnaire Data Results

The respondents in this study have several characteristics. These characteristics are categorized into five groups: gender, age, highest level of education, years of work experience, and marital status. The distribution of these characteristics is presented as follows:

| Characteristics | Sub-Characteristics | Frequency | Percentage % |
|-----------------|---------------------|-----------|--------------|
| Gender          | Male                | 20        | 21%          |
|                 | Female              | 77        | 79%          |
|                 | Total               | 97        | 100          |

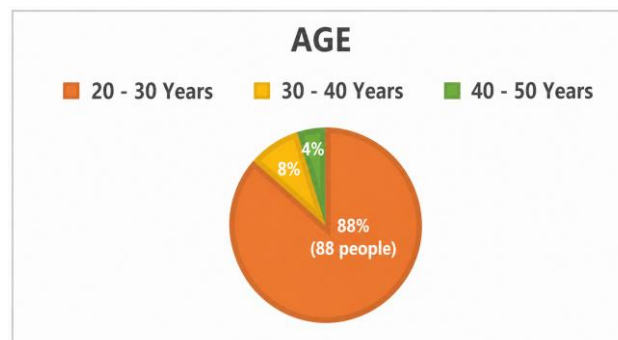
Source: Questionnaire Data Results



Based on Table 4.2 above, it can be seen that a total of 97 respondents completed the questionnaire, consisting of 20 male respondents (21%) and 77 female respondents (36%).

| Age          | Frequency | Percentage % |
|--------------|-----------|--------------|
| 24–29 years  | 84        | 87%          |
| 30–34 years  | 10        | 10%          |
| 35–39 years  | 3         | 3%           |
| <b>Total</b> | <b>97</b> | <b>100</b>   |

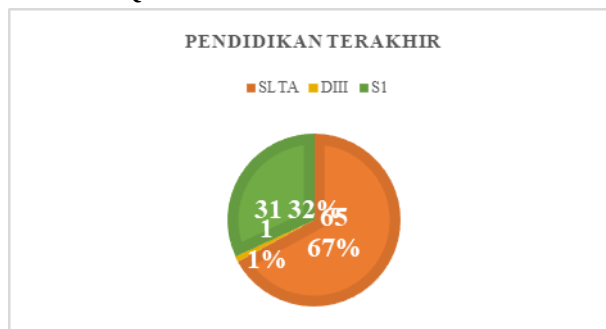
Source: Questionnaire Data Results



Based on the table above, it can be seen that the respondents in this study range in age from 20 to 50 years old. The majority of respondents in this study are in the 20–30 age group, accounting for 87% of the total respondents. The age group with the fewest respondents is the 40–50 age group, accounting for 3% of the total respondents.

| Highest Level of Education | Frequency | Percentage % |
|----------------------------|-----------|--------------|
| High School                | 65        | 67%          |
| Associate's Degree         | 1         | 1%           |
| Bachelor's Degree          | 31        | 32%          |
| <b>Total</b>               | <b>97</b> | <b>100</b>   |

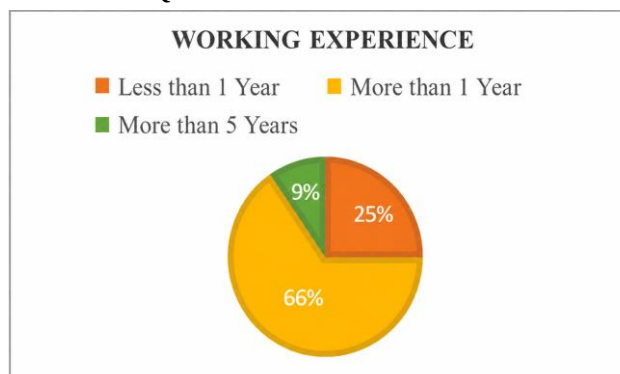
Source: Questionnaire Data Results



Based on the table above, it can be seen that the majority of respondents in this study hold a bachelor's degree (S1), totaling 65 people or 67% of the total respondents. Meanwhile, the smallest group consists of those with a DIII degree, totaling 1 person or 1% of the total respondents in this study.

| Length of Service | Frequency | Percentage % |
|-------------------|-----------|--------------|
| Less than 1 year  | 24        | 25%          |
| More than 1 year  | 66        | 68%          |
| More than 5 years | 7         | 7%           |
| <b>Total</b>      | <b>97</b> | <b>100</b>   |

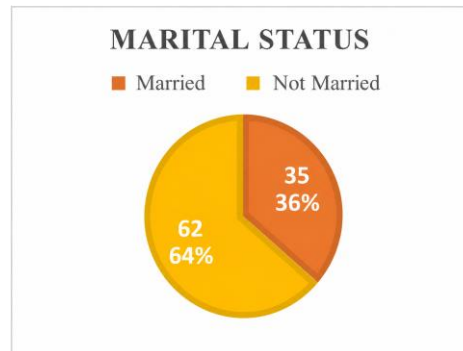
Source: Questionnaire Data Results



Based on the data in the table above, it can be seen that the majority of respondents in this study have been employed for more than one year, namely 66 people or 68% of the total respondents. Meanwhile, the smallest group consists of those who have been employed for less than one year, totaling 7 people or 7% of the total respondents in this study.

| Status       | Frequency | Percentage % |
|--------------|-----------|--------------|
| Married      | 35        | 36%          |
| Unmarried    | 62        | 64%          |
| <b>Total</b> | <b>97</b> | <b>100</b>   |

Source: Questionnaire Data Results

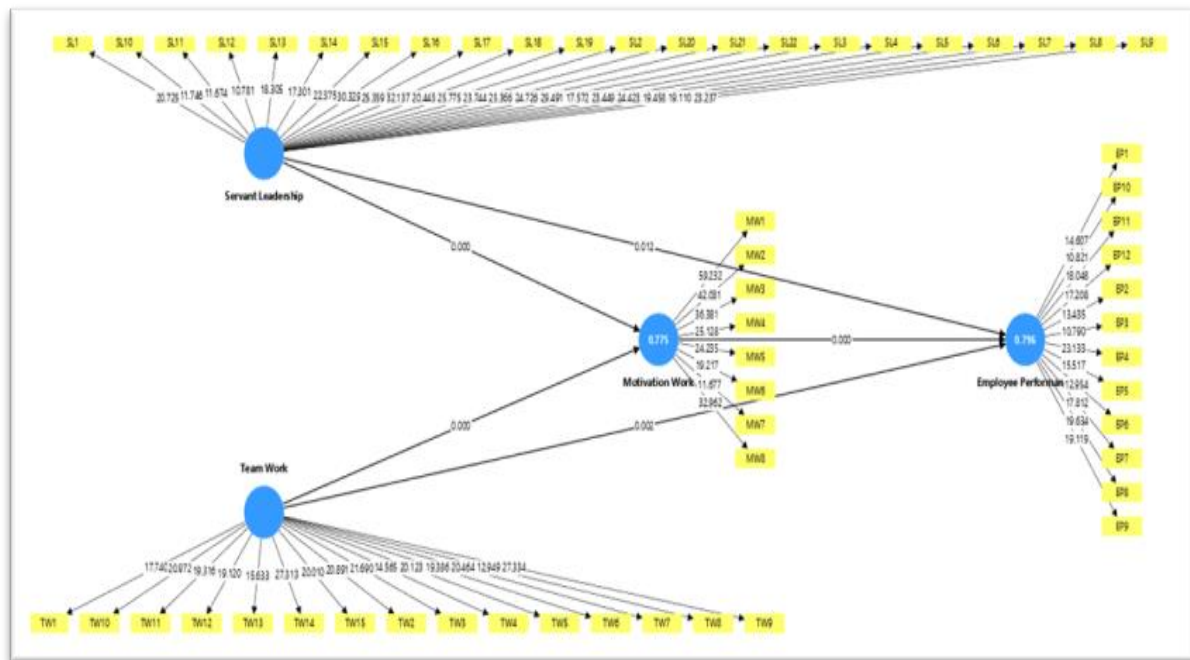


Based on the table above, it can be seen that the majority of respondents in this study were married, totaling 35 people or 36% of the total respondents. Meanwhile, the largest group consisted of those who were unmarried, totaling 62 people or 64% of the total study respondents.

### Measurement Model (Outer Model)

In this study, the measurement model (*outer model*) was tested using the *Partial Least Squares Structural Equation Modeling* approach to ensure that the indicators used could reflect the latent constructs validly and reliably. The measurement model (*Outer Model*) explains how the indicators or measured variables represent the latent variables being measured. The Outer Model is used to evaluate the results of validity and reliability tests.

Validity is measured through *Convergent Validity*, as determined by *factor loadings*. A reflective indicator is considered to have high validity if its *factor loading* is greater than 0.7, particularly in confirmatory research. However, for early-stage research aimed at developing a measurement scale, factor loading values ranging from 0.5 to 0.6 are still acceptable (Ghozali Imam & Latan Hengky, 2015). The *factor loading* results from the first round are shown in Figure 4.1 as follows:



**Figure 1** Outer Model

Based on Figure 1, the model shows that all indicators have factor loadings greater than 0.5, as shown in the following table:

| Latent Variable             | Indicator | Loading Factor | Significance<br>(>0.7 / 0.5–0.6) |
|-----------------------------|-----------|----------------|----------------------------------|
| <i>Employee Performance</i> | EP1       | 0.802          | Valid                            |
|                             | EP2       | 0.818          | Valid                            |
|                             | EP3       | 0.718          | Valid                            |
|                             | EP4       | 0.852          | Valid                            |
|                             | EP5       | 0.813          | Valid                            |
|                             | EP6       | 0.779          | Valid                            |
|                             | EP7       | 0.819          | Valid                            |
|                             | EP8       | 0.839          | Valid                            |
|                             | EP9       | 0.819          | Valid                            |
|                             | EP10      | 0.781          | Valid                            |
|                             | EP11      | 0.855          | Valid                            |
|                             | EP12      | 0.840          | Valid                            |
| <i>Servant Leadership</i>   | SL1       | 0.854          | Valid                            |
|                             | SL2       | 0.892          | Valid                            |
|                             | SL3       | 0.886          | Valid                            |
|                             | SL4       | 0.826          | Valid                            |
|                             | SL5       | 0.864          | Valid                            |
|                             | SL6       | 0.850          | Valid                            |
|                             | SL7       | 0.876          | Valid                            |
|                             | SL8       | 0.859          | Valid                            |
|                             | SL9       | 0.864          | Valid                            |
|                             | SL10      | 0.802          | Valid                            |
|                             | SL11      | 0.805          | Valid                            |
|                             | SL12      | 0.759          | Valid                            |
|                             | SL13      | 0.836          | Valid                            |

| Latent Variable        | Indicator | Loading Factor | Significance<br>(>0.7 / 0.5–0.6) |
|------------------------|-----------|----------------|----------------------------------|
|                        | SL14      | 0.847          | Valid                            |
|                        | SL15      | 0.853          | Valid                            |
|                        | SL16      | 0.880          | Valid                            |
|                        | SL17      | 0.883          | Valid                            |
|                        | SL18      | 0.894          | Valid                            |
|                        | SL19      | 0.850          | Valid                            |
|                        | SL20      | 0.862          | Valid                            |
|                        | SL21      | 0.863          | Valid                            |
|                        | SL22      | 0.886          | Valid                            |
| <b>Team Work</b>       | TW1       | 0.802          | Valid                            |
|                        | TW2       | 0.875          | Valid                            |
|                        | TW3       | 0.851          | Valid                            |
|                        | TW4       | 0.790          | Valid                            |
|                        | TW5       | 0.809          | Valid                            |
|                        | TW6       | 0.829          | Valid                            |
|                        | TW7       | 0.838          | Valid                            |
|                        | TW8       | 0.823          | Valid                            |
|                        | TW9       | 0.856          | Valid                            |
|                        | TW10      | 0.835          | Valid                            |
|                        | TW11      | 0.835          | Valid                            |
|                        | TW12      | 0.871          | Valid                            |
|                        | TW13      | 0.796          | Valid                            |
|                        | TW14      | 0.872          | Valid                            |
|                        | TW15      | 0.834          | Valid                            |
| <b>Work Motivation</b> | MW1       | 0.928          | Valid                            |
|                        | MW2       | 0.894          | Valid                            |
|                        | MW3       | 0.884          | Valid                            |
|                        | MW4       | 0.861          | Valid                            |
|                        | MW5       | 0.854          | Valid                            |
|                        | MW6       | 0.855          | Valid                            |
|                        | MW7       | 0.720          | Valid                            |
|                        | MW8       | 0.876          | Valid                            |

These results indicate that each indicator is capable of accurately measuring the latent variable and can be used for further testing. Validity testing can also be conducted through *Discriminant Validity*, which is evaluated using *cross-loading*.

### Discriminant Validity

Validity testing can also be conducted through Discriminant Validity, which is evaluated using cross-loading to ensure that the constructs are truly distinct and do not overlap with other constructs in the research model.

| Indicators | <b>Employee Performance (Y)</b> | <b>Work Motivation (Z)</b> | <b>Servant Leadership (X1)</b> | <b>Teamwork (X2)</b> |
|------------|---------------------------------|----------------------------|--------------------------------|----------------------|
| EP1        | 0.802                           | 0.756                      | 0.621                          | 0.775                |
| EP2        | 0.818                           | 0.727                      | 0.602                          | 0.683                |
| EP3        | 0.718                           | 0.579                      | 0.506                          | 0.612                |
| EP4        | 0.852                           | 0.692                      | 0.651                          | 0.728                |

| Indicators | <i>Employee Performance (Y)</i> | <i>Work Motivation (Z)</i> | <i>Servant Leadership (X1)</i> | <i>Teamwork (X2)</i> |
|------------|---------------------------------|----------------------------|--------------------------------|----------------------|
| EP5        | <b>0.813</b>                    | 0.663                      | 0.618                          | 0.732                |
| EP6        | <b>0.779</b>                    | 0.581                      | 0.580                          | 0.638                |
| EP7        | <b>0.819</b>                    | 0.726                      | 0.681                          | 0.688                |
| EP8        | <b>0.839</b>                    | 0.734                      | 0.697                          | 0.672                |
| EP9        | <b>0.819</b>                    | 0.728                      | 0.734                          | 0.606                |
| EP10       | <b>0.781</b>                    | 0.706                      | 0.633                          | 0.672                |
| EP11       | <b>0.855</b>                    | 0.688                      | 0.699                          | 0.624                |
| EP12       | <b>0.840</b>                    | 0.720                      | 0.676                          | 0.656                |
| MW1        | 0.778                           | <b>0.928</b>               | 0.686                          | 0.771                |
| MW2        | 0.751                           | <b>0.894</b>               | 0.706                          | 0.735                |
| MW3        | 0.769                           | <b>0.884</b>               | 0.744                          | 0.698                |
| MW4        | 0.799                           | <b>0.861</b>               | 0.717                          | 0.716                |
| MW5        | 0.644                           | <b>0.854</b>               | 0.642                          | 0.672                |
| MW6        | 0.757                           | <b>0.855</b>               | 0.680                          | 0.771                |
| MW7        | 0.598                           | <b>0.720</b>               | 0.567                          | 0.653                |
| MW8        | 0.764                           | <b>0.876</b>               | 0.711                          | 0.755                |
| SL1        | 0.625                           | 0.664                      | <b>0.854</b>                   | 0.585                |
| SL2        | 0.673                           | 0.745                      | <b>0.892</b>                   | 0.626                |
| SL3        | 0.649                           | 0.641                      | <b>0.886</b>                   | 0.593                |
| SL4        | 0.618                           | 0.555                      | <b>0.826</b>                   | 0.536                |
| SL5        | 0.697                           | 0.692                      | <b>0.864</b>                   | 0.659                |
| SL6        | 0.630                           | 0.615                      | <b>0.850</b>                   | 0.664                |
| SL7        | 0.674                           | 0.663                      | <b>0.876</b>                   | 0.648                |
| SL8        | 0.696                           | 0.669                      | <b>0.859</b>                   | 0.662                |
| SL9        | 0.708                           | 0.712                      | <b>0.864</b>                   | 0.638                |
| SL10       | 0.745                           | 0.795                      | <b>0.802</b>                   | 0.694                |
| SL11       | 0.776                           | 0.744                      | <b>0.805</b>                   | 0.683                |
| SL12       | 0.658                           | 0.703                      | <b>0.759</b>                   | 0.538                |
| SL13       | 0.606                           | 0.658                      | <b>0.836</b>                   | 0.546                |
| SL14       | 0.610                           | 0.615                      | <b>0.847</b>                   | 0.524                |
| SL15       | 0.673                           | 0.699                      | <b>0.853</b>                   | 0.548                |
| SL16       | 0.635                           | 0.642                      | <b>0.880</b>                   | 0.610                |
| SL17       | 0.652                           | 0.657                      | <b>0.883</b>                   | 0.648                |
| SL18       | 0.697                           | 0.673                      | <b>0.894</b>                   | 0.635                |
| SL19       | 0.679                           | 0.614                      | <b>0.850</b>                   | 0.626                |

| Indicators | <i>Employee Performance (Y)</i> | <i>Work Motivation (Z)</i> | <i>Servant Leadership (X1)</i> | <i>Teamwork (X2)</i> |
|------------|---------------------------------|----------------------------|--------------------------------|----------------------|
| SL20       | 0.693                           | 0.680                      | <b>0.862</b>                   | 0.664                |
| SL21       | 0.705                           | 0.646                      | <b>0.863</b>                   | 0.642                |
| SL22       | 0.721                           | 0.767                      | <b>0.886</b>                   | 0.716                |
| TW1        | 0.734                           | 0.705                      | 0.568                          | <b>0.802</b>         |
| TW2        | 0.664                           | 0.657                      | 0.558                          | <b>0.875</b>         |
| TW3        | 0.741                           | 0.724                      | 0.721                          | <b>0.851</b>         |
| TW4        | 0.621                           | 0.648                      | 0.542                          | <b>0.790</b>         |
| TW5        | 0.670                           | 0.769                      | 0.607                          | <b>0.809</b>         |
| TW6        | 0.707                           | 0.751                      | 0.645                          | <b>0.829</b>         |
| TW7        | 0.652                           | 0.708                      | 0.585                          | <b>0.838</b>         |
| TW8        | 0.668                           | 0.595                      | 0.551                          | <b>0.823</b>         |
| TW9        | 0.768                           | 0.727                      | 0.667                          | <b>0.856</b>         |
| TW10       | 0.673                           | 0.686                      | 0.625                          | <b>0.835</b>         |
| TW11       | 0.658                           | 0.696                      | 0.577                          | <b>0.835</b>         |
| TW12       | 0.657                           | 0.666                      | 0.592                          | <b>0.871</b>         |
| TW13       | 0.695                           | 0.648                      | 0.611                          | <b>0.796</b>         |
| TW14       | 0.735                           | 0.738                      | 0.627                          | <b>0.872</b>         |
| TW15       | 0.733                           | 0.758                      | 0.652                          | <b>0.834</b>         |

The cross-loading test results show that each indicator has a higher correlation with its own construct than with other constructs. Therefore, all constructs in this study meet the criteria for discriminant validity.

Discriminant validity was evaluated using the Average Variance Extracted (AVE) value. Validity and reliability tests were conducted to ensure that the research instrument was capable of measuring the constructs under study accurately and consistently. Construct validity was evaluated using the Average Variance Extracted (AVE) value, which aims to measure the ability of latent constructs to explain the variance of the indicators used.

| Variables                   | <i>Average Variance Extracted (AVE)</i> |
|-----------------------------|-----------------------------------------|
| <i>Employee Performance</i> | 0.660                                   |
| <i>Work Motivation</i>      | 0.741                                   |
| <i>Servant Leadership</i>   | 0.730                                   |
| <i>Teamwork</i>             | 0.697                                   |

The test results show that the AVE values for the variables Employee Performance, Work Motivation, Servant Leadership, and Teamwork are 0.660, 0.741, 0.730, and 0.697, respectively. All AVE values are above the minimum threshold of 0.50; therefore, it can be concluded that all constructs meet the criteria for convergent validity and are able to explain the variance of their indicators well. According to Hair et al. (2021), an AVE value above 0.50 indicates that a measurement model meets the criteria for convergent validity.

Next, construct reliability was evaluated using Composite Reliability and Cronbach's Alpha, which aim to measure the level of internal consistency of the indicators within each construct. A construct is considered reliable if the *Composite Reliability* value is greater than 0.7 and the *Cronbach's Alpha* value exceeds 0.6 (Hair et al., 2021).

| Variables                       | Cronbach's alpha | Composite Reliability (rho_a) | Composite Reliability (rho_c) | Description |
|---------------------------------|------------------|-------------------------------|-------------------------------|-------------|
| <i>Employee Performance (Y)</i> | 0.953            | 0.954                         | 0.959                         | Reliable    |
| <i>Work Motivation (Z)</i>      | 0.949            | 0.952                         | 0.958                         | Reliable    |
| <i>Servant Leadership (X1)</i>  | 0.982            | 0.983                         | 0.983                         | Reliable    |
| <i>Teamwork (X2)</i>            | 0.969            | 0.969                         | 0.972                         | Reliable    |

The test results show that all variables have a Composite Reliability value above 0.70 and a Cronbach's Alpha above 0.60. Therefore, all constructs in this study are deemed reliable and have a good level of consistency, making them suitable for further analysis.

### Structural Model (Inner Model)

An *inner model* evaluation was conducted to test the causal relationships among the latent variables in this study, specifically the effects of Servant Leadership and Team Work on Employee Performance—both directly and indirectly through Work Motivation as an intervening variable. The purpose of the *inner model* evaluation was to assess the model's ability to explain the endogenous variables and to measure the strength of the relationships among the constructs.

Testing of the *inner model* using the Partial Least Squares (PLS) approach was conducted using several indicators, namely *R-Square* ( $R^2$ ), *F-Square* ( $f^2$ ), *path coefficients*, *t-statistics*, and *p-values*.

The R-squared value indicates the extent to which exogenous variables can explain the endogenous variable. The higher the R-squared value, the better the model's ability to explain the dependent variable (Hair et al., 2021). R-squared values are grouped into three categories: 0.75 is considered strong, 0.50 falls into the moderate category, and 0.25 is categorized as weak (Hair et al., 2021).

| Variable                        | R-Square | Adjusted R-Square | Prediction Model |
|---------------------------------|----------|-------------------|------------------|
| <i>Employee Performance (Y)</i> | 0.796    | 0.790             | Strong           |
| <i>Work Motivation (Z)</i>      | 0.775    | 0.770             | Strong           |

The test results show that the R-Square value for Work Motivation is 0.775 and for Employee Performance is 0.796. Both values fall into the "strong" category, indicating that the model is effective in explaining the endogenous variables.

Additionally, in the structural model testing, the *F-square* value was used to assess the relative impact of an independent variable on the dependent variable. *F-square* values are

categorized into three groups: 0.02 indicates a small effect, 0.15 indicates a moderate effect, and 0.35 indicates a large effect (Hair, Joseph F., et al, 2021).

|                             | <i>Employee Performance (Y)</i> | <i>Work Motivation (Z)</i> | <i>Servant Leadership (X1)</i> | <i>Teamwork (X2)</i> |
|-----------------------------|---------------------------------|----------------------------|--------------------------------|----------------------|
| <i>Employee Performance</i> |                                 |                            |                                |                      |
| <i>Work Motivation</i>      | 0.160                           |                            |                                |                      |
| <i>Servant Leadership</i>   | 0.108                           | 0.311                      |                                |                      |
| <i>Teamwork</i>             | 0.152                           | 0.638                      |                                |                      |

The F-square test results indicate that Work Motivation has a moderate effect on Employee Performance ( $f^2 = 0.160$ ). Servant Leadership has a moderate effect on Employee Performance ( $f^2 = 0.108$ ) and a large effect on Work Motivation ( $f^2 = 0.311$ ). Meanwhile, Teamwork has a moderate effect on Employee Performance ( $f^2 = 0.152$ ) and a large effect on Work Motivation ( $f^2 = 0.638$ ). These results indicate that Teamwork contributes the greatest influence on Work Motivation compared to the relationships among the other variables.

### Descriptive Analysis Of Variables

Descriptive analysis is a general explanation of the research variables based on the respondents' answers to the questionnaire distributed by the researcher. This analysis provides information or a description of the data through the mean, standard deviation, and maximum value, particularly regarding research variables such as Servant Leadership, Teamwork, Work Motivation, and Employee Performance. The intervals in the categories above were determined based on the following considerations:

$$\text{Interval} = \frac{(\text{Maximum value} - \text{Minimum value})}{\text{Number of categories}}$$

$$x = \frac{(5 - 1)}{5}$$

$$= 0,8$$

Based on the intervals above, the interpretation of the interval classes for the responses provided by the respondents is as follows.

| <b>Interval</b> | <b>Description</b> |
|-----------------|--------------------|
| 1.00–1.80       | Very Low           |
| 1.81–2.60       | Low                |
| 2.61–3.40       | Moderate           |
| 3.41–4.20       | High               |
| 4.21–5.00       | Very High          |

Source: (Sekaran Uma & Bougie Roger, 2017)

After determining the interval limits, the data will be analyzed to determine the minimum, maximum, mean, and standard deviation.

### Employee Performance

| No                | Code | Indicator                                                                                        | Min | Max | Mean        | Standard Deviation | Description |
|-------------------|------|--------------------------------------------------------------------------------------------------|-----|-----|-------------|--------------------|-------------|
| 1                 | EP1  | I complete my work according to the specified deadline.                                          | 1   | 5   | 4.00        | 0.942              | High        |
| 2                 | EP2  | I am able to complete tasks without making many mistakes.                                        | 1   | 5   | 3.92        | 0.966              | High        |
| 3                 | EP3  | I perform my work in accordance with existing policies and procedures                            | 1   | 5   | 4.01        | 0.879              | High        |
| 4                 | EP4  | I make a plan before starting work to set the goals that need to be achieved.                    | 1   | 5   | 4.12        | 0.828              | Height      |
| 5                 | EP5  | I am able to adjust my work plan when sudden changes occur.                                      | 1   | 5   | 4.11        | 0.798              | High        |
| 6                 | EP6  | I understand the steps that need to be taken.                                                    | 2   | 5   | 4.11        | 0.758              | Height      |
| 7                 | EP7  | I am cautious or interested in making changes to my work methods every so often                  | 2   | 5   | 4.04        | 0.861              | High        |
| 8                 | EP8  | I have the ability to quickly come up with ideas and solutions when facing work-related problems | 1   | 5   | 4.01        | 0.958              | High        |
| 9                 | EP9  | I'm looking for new ways to make work more effective.                                            | 2   | 5   | 4.08        | 0.927              | High        |
| 10                | EP10 | I continue to work diligently even when facing difficulties.                                     | 1   | 5   | 3.95        | 0.896              | High        |
| 11                | EP11 | I take responsibility for the results of my work.                                                | 1   | 5   | 4.19        | 0.904              | High        |
| 12                | EP12 | I do not procrastinate on my work even when there is no direct supervision.                      | 1   | 5   | 4.13        | 0.892              | High        |
| <b>Total mean</b> |      |                                                                                                  |     |     | <b>4.05</b> |                    | High        |

Based on the table, it can be seen that the descriptive statistics of the respondents' ratings for the Employee Performance variable show an average score of 4.05. This value indicates that Employee Performance at CV. Shahia Hijab Indonesia is classified as High. The

highest mean score is 4.19, indicating that employees take responsibility for the results of their work.

### Servant Leadership

| No | Code | Indicator                                                                                                                | Min | Max | Mean | Standard Deviation | Description |
|----|------|--------------------------------------------------------------------------------------------------------------------------|-----|-----|------|--------------------|-------------|
| 1  | SL1  | My supervisor is willing to listen when I'm having trouble at work.                                                      | 2   | 5   | 4.14 | 0.760              | High        |
| 2  | SL2  | My supervisor understands how I feel and provides emotional support when I'm in a difficult situation.                   | 1   | 5   | 4.12 | 0.900              | High        |
| 3  | SL3  | My supervisor is empathetic and does not disregard employees' feelings when they learn that someone is facing a problem. | 1   | 5   | 4.11 | 0.811              | High        |
| 4  | SL4  | My supervisor emphasizes the importance of caring for the local community.                                               | 1   | 5   | 4.12 | 0.853              | High        |
| 5  | SL5  | My supervisor cares about the impact of our work on the community.                                                       | 1   | 5   | 4.13 | 0.857              | High        |
| 6  | SL6  | My supervisor encourages employees to contribute to the community.                                                       | 2   | 5   | 4.08 | 0.782              | High        |
| 7  | SL7  | My supervisor understands the work that is my responsibility.                                                            | 1   | 5   | 4.06 | 0.823              | High        |
| 8  | SL8  | My supervisor is able to think logically and systematically when dealing with complex work-related problems.             | 1   | 5   | 4.10 | 0.867              | Height      |
| 9  | SL9  | My supervisor is able to make decisions with careful consideration and based on a solid understanding.                   | 1   | 5   | 4.10 | 0.947              | High        |
| 10 | SL10 | My supervisor trusts me to complete my work to the best of my ability.                                                   | 1   | 5   | 4.14 | 0.885              | High        |
| 11 | SL11 | My supervisor encourages me to take the initiative in solving work-related problems.                                     | 1   | 5   | 4.19 | 0.833              | High        |
| 12 | SL12 | My supervisor gives me the freedom to decide the best way to complete my tasks.                                          | 1   | 5   | 4.08 | 0.904              | High        |
| 13 | SL13 | My supervisor shows concern for my career development and future within the organization.                                | 1   | 5   | 4.01 | 0.879              | High        |
| 14 | SL14 | My supervisor gives me the opportunity to learn and develop new skills.                                                  | 1   | 5   | 4.07 | 0.840              | High        |

|                   |      |                                                                                             |   |   |             |       |        |
|-------------------|------|---------------------------------------------------------------------------------------------|---|---|-------------|-------|--------|
| 15                | SL15 | My supervisor actively provides constructive feedback to help me grow in my role.           | 1 | 5 | 4.09        | 0.813 | High   |
| 16                | SL16 | My supervisor prioritizes the interests of employees when making work-related decisions.    | 2 | 5 | 4.18        | 0.764 | High   |
| 17                | SL17 | My supervisor is willing to devote time and effort to help me complete my work tasks.       | 1 | 5 | 4.08        | 0.821 | High   |
| 18                | SL18 | My boss tries to understand the employees' work needs before considering his own interests. | 2 | 5 | 4.18        | 0.804 | High   |
| 19                | SL19 | My boss prioritizes employee success over his own personal gain.                            | 1 | 5 | 4.07        | 0.900 | High   |
| 20                | SL20 | My supervisor treats all employees fairly without discriminating against any of them.       | 1 | 5 | 4.02        | 0.837 | High   |
| 21                | SL21 | My supervisor upholds moral values and ethics in every decision made.                       | 2 | 5 | 4.11        | 0.836 | Height |
| 22                | SL22 | My supervisor does not abuse their position or authority for personal gain.                 | 1 | 5 | 4.11        | 0.895 | High   |
| <b>Total mean</b> |      |                                                                                             |   |   | <b>4.10</b> |       | High   |

Based on Table 4.15 above, it can be seen that the descriptive statistics of the respondents' ratings of the Servant Leadership variable show an average score of 4.10. This value indicates that Servant Leadership at CV. Shahia Hijab Indonesia is classified as high. Additionally, the highest mean score was 4.19. This suggests that leaders encourage employees to take the initiative in solving work-related problems.

### Teamwork

| No | Code | Indicator                                                                                     | Min | Max | Mean | Standard Deviation | Description |
|----|------|-----------------------------------------------------------------------------------------------|-----|-----|------|--------------------|-------------|
| 1  | TW1  | I prioritize the team's interests and goals over my personal interests                        | 1   | 5   | 4.06 | 0.883              | High        |
| 2  | TW2  | I value the opinions, ideas, and feedback provided by other team members.                     | 1   | 5   | 4.12 | 0.828              | High        |
| 3  | TW3  | I am open to suggestions and feedback from team members to improve my work performance.       | 1   | 5   | 4.03 | 0.818              | High        |
| 4  | TW4  | My manager clearly explains the work objectives that need to be achieved to all team members. | 2   | 5   | 4.05 | 0.709              | High        |
| 5  | TW5  | My manager assigns tasks to team members according to their respective responsibilities       | 2   | 5   | 4.14 | 0.718              | High        |

|                      |      |                                                                                                    |   |   |             |       |        |
|----------------------|------|----------------------------------------------------------------------------------------------------|---|---|-------------|-------|--------|
| 6                    | TW6  | My manager provides assistance and support when team members encounter difficulties at work.       | 2 | 5 | 4.09        | 0.719 | High   |
| 7                    | TW7  | We remind each other if there is work that hasn't been completed or isn't going according to plan. | 1 | 5 | 3.99        | 0.902 | High   |
| 8                    | TW8  | My team members show concern for the work results achieved by other members.                       | 1 | 5 | 3.94        | 0.751 | High   |
| 9                    | TW9  | If a mistake occurs during the work, my team members immediately notice it and follow up on it.    | 1 | 5 | 4.08        | 0.795 | High   |
| 10                   | TW10 | My team members are willing to help coworkers who are having difficulty completing their tasks.    | 2 | 5 | 4.05        | 0.723 | Height |
| 11                   | TW11 | I am willing to help my teammates even if I am not directly asked to.                              | 1 | 5 | 3.97        | 0.896 | High   |
| 12                   | TW12 | My team members support one another so that work can be completed on time.                         | 1 | 5 | 4.03        | 0.831 | High   |
| 13                   | TW13 | My team members can adjust work plans or strategies if the initial plan isn't working out.         | 2 | 5 | 4.05        | 0.723 | High   |
| 14                   | TW14 | My team members can work effectively even when faced with sudden changes.                          | 1 | 5 | 4.06        | 0.730 | High   |
| 15                   | TW15 | My team members can quickly adapt when faced with new challenges.                                  | 2 | 5 | 4.11        | 0.730 | High   |
| <b>Total average</b> |      |                                                                                                    |   |   | <b>4.05</b> |       | High   |

Based on Table 4.16 above, it can be seen that the descriptive statistics of the respondents' ratings for the Teamwork variable show an average score of 4.05. This value indicates that Teamwork at CV. Shahia Hijab Indonesia is High. Additionally, the highest mean score was 4.14. This indicates that managers have assigned tasks to team members in accordance with their respective responsibilities.

### Work Motivation

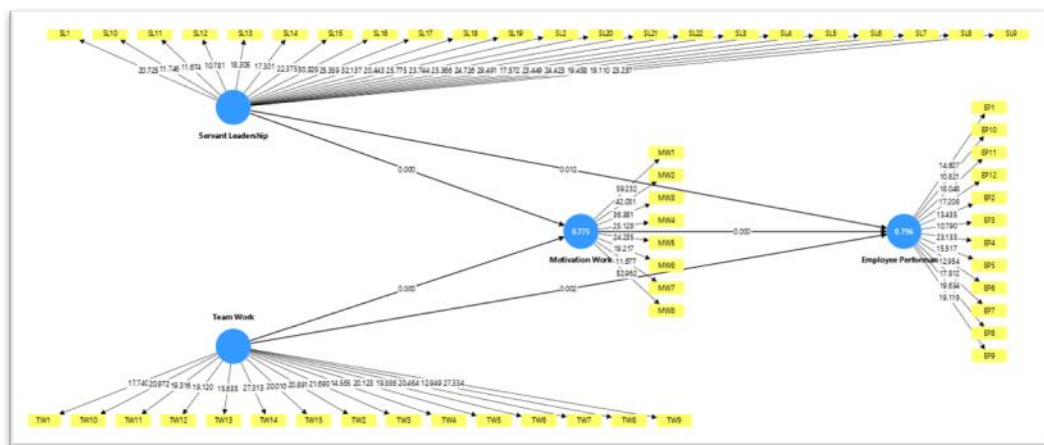
| No | Code | Indicator                                                    | Min | Max | Mean | Standard Deviation | Description |
|----|------|--------------------------------------------------------------|-----|-----|------|--------------------|-------------|
| 1  | MW1  | I feel happy and enjoy the tasks that are my responsibility. | 1   | 5   | 3.90 | 1.075              | Tall        |
| 2  | MW2  | I feel that the work I do aligns with my personal interests. | 1   | 5   | 4.01 | 0.936              | High        |
| 3  | MW3  | I find my job enjoyable.                                     | 1   | 5   | 4.04 | 0.896              | High        |

|                   |     |                                                                                   |   |   |             |       |      |
|-------------------|-----|-----------------------------------------------------------------------------------|---|---|-------------|-------|------|
| 4                 | MW4 | I feel that my job gives me the opportunity to learn new things.                  | 1 | 5 | 4.07        | 0.852 | High |
| 5                 | MW5 | I work hard to follow the company's rules and standards.                          | 1 | 5 | 3.87        | 1,048 | High |
| 6                 | MW6 | I work diligently because of the responsibilities entrusted to me by the company. | 1 | 5 | 4.09        | 0.898 | High |
| 7                 | MW7 | I work hard to earn praise from my boss.                                          | 1 | 5 | 3.87        | 1,028 | High |
| 8                 | MW8 | I work diligently because there are clear work instructions.                      | 2 | 5 | 4.15        | 0.854 | High |
| <b>Total mean</b> |     |                                                                                   |   |   | <b>4.00</b> |       | High |

Based on the table, it can be seen that the descriptive statistics of the respondents' ratings for the Work Motivation variable show an average score of 4.00. This value indicates that Work Motivation at CV. Shahia Hijab Indonesia is classified as High. In addition, the highest mean value was 4.15. This indicates that employees work diligently due to clear work instructions.

### Hypothesis Testing

Hypothesis testing in this study was conducted using the *Partial Least Squares* (PLS) method for each variable. Hypothesis testing was performed by examining the *path coefficients* in the SmartPLS calculations via the *bootstrapping* procedure to determine the presence of direct effects between variables (Hair et al., 2021).



**Figure 2.** Inner Model

This test can be performed once the evaluation of the outer and inner models has met the criteria and demonstrated influences with good relevance. This hypothesis testing was conducted to verify the previously established hypotheses and predictions.

Relationships between constructs are evaluated using *path coefficients*, which serve to determine significant effects between exogenous and endogenous variables (Hair et al., 2021). A hypothesis is accepted if the *P-value* is less than 0.05 ( $P < 0.05$ ), and the direction of the

effect—positive or negative—is determined by examining the *path coefficient* values (these values are observed in the *original sample data* within the output table).

### **Direct Effect (Path Coefficient)**

|                                               | <b>Original Sample (O)</b> | <b>Sample Mean (M)</b> | <b>Standard Deviation (STDEV)</b> | <b>T-Statistics (O/STDEV)</b> | <b>P-Values</b> | <b>Notes</b>             |
|-----------------------------------------------|----------------------------|------------------------|-----------------------------------|-------------------------------|-----------------|--------------------------|
| Work Motivation<br>->Employee Performance     | 0.380                      | 0.381                  | 0.109                             | 3.459                         | 0.000           | Positive and significant |
| Servant Leadership<br>-> Employee Performance | 0.249                      | 0.246                  | 0.999                             | 2.519                         | 0.012           | Positive and significant |
| Servant Leadership →<br>Work Motivation       | 0.388                      | 0.398                  | 0.103                             | 3.777                         | 0.000           | Positive and significant |
| Teamwork<br>->Employee Performance            | 0.330                      | 0.332                  | 0.104                             | 3.157                         | 0.002           | Positive and significant |
| Teamwork -> Work<br>Motivation                | 0.556                      | 0.547                  | 0.105                             | 5.269                         | 0.000           | Positive and significant |

Based on the results of the *path coefficient* tests, all relationships among the variables in this study were positive and significant. Work Motivation has a positive effect on Employee Performance ( $\beta = 0.380$ ;  $p < 0.05$ ), indicating that increased work motivation leads to improved employee performance. Servant Leadership has a positive effect on Employee Performance ( $\beta = 0.249$ ;  $p < 0.05$ ) and Work Motivation ( $\beta = 0.388$ ;  $p < 0.05$ ), indicating that servant leadership can enhance employee motivation and performance. Furthermore, Teamwork has a positive effect on Employee Performance ( $\beta = 0.330$ ;  $p < 0.05$ ) and Work Motivation ( $\beta = 0.556$ ;  $p < 0.05$ ). The largest coefficient value was observed in the relationship between Teamwork and Work Motivation, indicating that teamwork is the strongest factor in enhancing employee work motivation. Thus, all direct relationships in the research model were found to be positive and significant.

### **Indirect Effect**

The results of the *bootstrapping* method yielded *specific indirect effect* values, which are useful for testing the hypothesis of the indirect influence of a dependent variable on an independent variable mediated by an *intervening variable*.

|                                                                   | <b>Original Sample (O)</b> | <b>Sample Mean (M)</b> | <b>Standard Deviation (STDEV)</b> | <b>T-Statistics (O/STDEV)</b> | <b>P-Values</b> | <b>Notes</b>      |
|-------------------------------------------------------------------|----------------------------|------------------------|-----------------------------------|-------------------------------|-----------------|-------------------|
| Servant Leadership →<br>Work Motivation →<br>Employee Performance | 0.147                      | 0.153                  | 0.063                             | 2.339                         | 0.019           | Partial Mediation |
| Teamwork → Work<br>Motivation → Employee<br>Performance           | 0.211                      | 0.208                  | 0.071                             | 2.979                         | 0.003           | Partial Mediation |

The results of the specific indirect effect test indicate that Work Motivation mediates the effect of Servant Leadership on Employee Performance in a positive and significant

manner ( $\beta = 0.147$ ;  $p = 0.019$ ). In addition, Work Motivation was also found to positively and significantly mediate the effect of Teamwork on Employee Performance ( $\beta = 0.211$ ;  $p = 0.003$ ). These findings indicate that improvements in Servant Leadership and Teamwork can enhance Employee Performance by increasing employees' Work Motivation.

Based on the results of the path coefficient and specific indirect effect tests, hypothesis testing was conducted to determine the direct and indirect relationships among the variables in the research model, with the results shown in the following table:

|                                                                    | <i>Original Sample (O)</i> | <i>Sample Mean (M)</i> | <i>Standard Deviation (STDEV)</i> | <i>T-Statistics (O/STDEV)</i> | <i>P-Values</i> | <i>Notes</i>      |
|--------------------------------------------------------------------|----------------------------|------------------------|-----------------------------------|-------------------------------|-----------------|-------------------|
| <i>Servant Leadership → Work Motivation → Employee Performance</i> | 0.147                      | 0.153                  | 0.063                             | 2.339                         | 0.019           | Partial Mediation |
| <i>Teamwork → Work Motivation → Employee Performance</i>           | 0.211                      | 0.208                  | 0.071                             | 2.979                         | 0.003           | Partial Mediation |

The results of the specific indirect effect test indicate that Work Motivation mediates the effect of Servant Leadership on Employee Performance in a positive and significant manner ( $\beta = 0.147$ ;  $p = 0.019$ ). In addition, Work Motivation was also found to positively and significantly mediate the effect of Teamwork on Employee Performance ( $\beta = 0.211$ ;  $p = 0.003$ ). These findings indicate that improvements in Servant Leadership and Teamwork can enhance Employee Performance by increasing employees' Work Motivation.

Based on the results of the path coefficient and specific indirect effect tests, hypothesis testing was conducted to determine the direct and indirect relationships among the variables in the research model, with the results shown in the following table:

| No | Hypothesis                                                         | Original Sample (O) | T-statistics (O/STDEV) | P-values | Notes              |
|----|--------------------------------------------------------------------|---------------------|------------------------|----------|--------------------|
| 1  | <i>Servant Leadership (X1) → Employee Performance (Y)</i>          | 0.249               | 2.519                  | 0.012    | Accepted           |
| 2  | <i>Teamwork (X2) → Employee Performance (Y)</i>                    | 0.330               | 3.157                  | 0.002    | Accepted           |
| 3  | <i>Servant Leadership (X1) → Work Motivation (Z)</i>               | 0.388               | 3.777                  | 0.000    | Accepted           |
| 4  | <i>Teamwork (X2) → Work Motivation (Z)</i>                         | 0.556               | 5.269                  | 0.002    | Accepted           |
| 5  | <i>Work Motivation (Z) → Employee Performance (Y)</i>              | 0.380               | 3.459                  | 0.000    | Accepted           |
| 6  | <i>Servant Leadership → Work Motivation → Employee Performance</i> | 0.147               | 2.339                  | 0.019    | Accepted, Mediates |

| No | Hypothesis                                                       | Original Sample (O) | T-statistics ( O/STDEV ) | P-values | Notes                  |
|----|------------------------------------------------------------------|---------------------|--------------------------|----------|------------------------|
| 7  | <i>Teamwork → Work<br/>Motivation → Employee<br/>Performance</i> | 0.211               | 0.2979                   | 0.003    | Accepted,<br>Mediating |

## Discussion

### 1. The Effect of Servant Leadership on Employee Performance

Based on hypothesis testing, Servant Leadership has a positive and significant effect on Employee Performance, thus H1 is accepted. These results indicate that the higher the level of Servant Leadership perceived by employees, the higher their performance. Based on descriptive statistics, Servant Leadership has an interpretive value of 4.10 (high) and Employee Performance of 4.05 (high). This indicates that the implementation of Servant Leadership at CV. Shahia Hijab Indonesia has been successful and has fostered a positive work environment through attention, support, and employee empowerment. These conditions make employees feel valued and motivated to complete their work effectively, thereby leading to improved performance. Previous research conducted by Simamora et al. (2019) showed that *Servant Leadership* has a significant effect on *Employee Performance*, while the findings of Sereti (2023) indicate that *Servant Leadership* has a positive and significant effect on the performance of non-teaching staff at a public university in Kenya. These findings are consistent with studies conducted by (Tri Maryati et al., 2024), (Maryati Tri & Rini Juni Astuti, 2022), (Maryati et al., 2019), (Udin et al., 2018), (Khan et al., 2022), (Fitria Aulanda et al., 2025), (Yayang Ari et al., 2024), and (Mujeeb et al., 2021), which demonstrate the influence of *Servant Leadership* on *employee performance*.

### 2. The Effect of Teamwork on Employee Performance

Based on the hypothesis testing, teamwork has a positive and significant effect on employee performance; therefore, H2 is accepted. These results indicate that the better the teamwork among employees, the higher the resulting performance. Based on the descriptive statistics, Teamwork has an interpretive value of 4.05 (high), indicating that teamwork at CV. Shahia Hijab Indonesia is functioning effectively. Effective teamwork is demonstrated through communication, trust, and support among team members in achieving organizational goals. This environment fosters a collaborative workplace, encouraging employees to work more effectively and productively. These results are also supported by an interpretive score of 4.05 (high) for Employee Performance, indicating that employees are able to complete their work effectively and in line with the company's expectations. Thus, good teamwork contributes to improved Employee Performance at CV. Shahia Hijab Indonesia.

Previous research conducted by (Suhardoyo, 2021) showed that *teamwork* has a positive and significant effect on *employee performance*. These findings are consistent with those of (Mardhiyah, 2022), (Dewi et al., 2022), (Anggun Tri Andini et al., 2024), (M Khoirul

Anwarudin Broto Suharto, 2025), and (Wendi et al., 2026), which show that *teamwork* has a significant effect on *employee performance*.

### 3. The Effect of Servant Leadership on Work Motivation

Based on the hypothesis testing, Servant Leadership has a positive and significant effect on Work Motivation; therefore, H3 is accepted. These results indicate that the higher the level of Servant Leadership perceived by employees, the higher their work motivation. Based on the descriptive statistics, Servant Leadership has an interpretive value of 4.10 (high), indicating that leaders at CV. Shahia Hijab Indonesia have implemented service-oriented leadership by providing support, trust, and opportunities for growth to employees. These conditions foster positive work relationships and enhance employees' sense of responsibility and engagement in their work. This is also reflected in the Work Motivation variable, which has an interpretive value of 4.00 (high), indicating that employees possess high work motivation. Employees who feel supported and empowered by their leaders tend to be more motivated, demonstrate high initiative, and are committed to achieving organizational goals. Thus, Servant Leadership is a key factor in enhancing employee Work Motivation at CV. Shahia Hijab Indonesia.

Previous research by (Ady et al., 2022), conducted at a limited liability company (PT), showed that *Servant Leadership* significantly increases employees' *work motivation* toward their jobs. These findings align with those of (Sigitriadi A. Ajis et al., 2017), who stated that *Servant Leadership* has a direct and significant influence on employee *work motivation* at the Palu Primary Tax Office. The results of studies by (Sri Wahyuningsih & Noor Miyono, 2025), (Danupranata & Pujiono, 2022), (Anggesti et al., 2023), (Pamungkas et al., 2022), (Mujianto et al., 2023), (Achmadi et al., 2023), and (Hidarpa et al., 2025) also indicate that *Servant Leadership* has a positive and significant effect on *work motivation*.

### 4. The Effect of Teamwork on Work Motivation

Based on the hypothesis testing, teamwork has a positive and significant effect on work motivation; therefore, H4 is accepted. These results indicate that the better the teamwork among employees, the higher their work motivation. Based on the descriptive statistics, Teamwork has an interpretive value of 4.05 (high), indicating that employees at CV. Shahia Hijab Indonesia demonstrate good coordination, communication, and support in collaborating to achieve organizational goals. These conditions create a conducive work environment and encourage employees to perform at their best. This is also reflected in the Work Motivation variable, which has an interpretive value of 4.00 (high), indicating that employees possess a strong work ethic, a drive to excel, and a desire to contribute their best to the company. Thus, good teamwork is able to enhance employee work motivation at CV. Shahia Hijab Indonesia.

Previous research conducted by (Damanik et al., 2018) showed that *teamwork* has a positive and significant effect on *work motivation*. This study concluded that strong teamwork among teachers contributes positively to increasing their work motivation, particularly in terms of emotional engagement and commitment to the school. The results of this study are

consistent with those of (Santoso et al., 2019), (Astuti et al., 2021), (M. Mafudz et al., 2025), and (Deodora Sinaga, 2025), which show that *teamwork* has a positive and significant effect on *work motivation*.

### 5. The Effect of Work Motivation on Employee Performance

Based on the hypothesis testing, work motivation has a positive and significant effect on employee performance; therefore, H5 is accepted. These results indicate that the higher an employee's work motivation, the better their performance. Based on the descriptive statistics, work motivation has an interpretive value of 4.00 (high), indicating that employees possess a strong work ethic, a drive to excel, and a commitment to completing their tasks. High work motivation encourages employees to work with greater focus, discipline, and responsibility in achieving organizational goals. This is also reflected in the Employee Performance variable, which has an interpretive value of 4.05 (high), indicating that employees are able to complete their work effectively and in line with the company's established targets. Thus, work motivation plays a crucial role in enhancing employee performance at CV. Shahia Hijab Indonesia.

Previous research conducted by (Frastika & Franksiska, 2021) showed that *work motivation* has a positive and significant effect on *employee performance*. This is consistent with the findings of (Udin et al., 2023), (Alfitriah Mubarakah & Tri Maryati, 2020), (Lestari & Mayasari, 2021), (Tannady et al., 2023), (Siti Laya Fajrin et al., 2022), (Liaquat et al., 2024b), and (Purba et al., 2026), which show that *work motivation* has a positive and significant effect on *employee performance*.

### 6. The Effect of Servant Leadership on Employee Performance through Work Motivation

Based on hypothesis testing, Work Motivation was found to positively and significantly mediate the effect of Servant Leadership on Employee Performance; therefore, H6 is accepted. These results indicate that the effective implementation of Servant Leadership can enhance employees' work motivation, which ultimately leads to improved employee performance. Based on the descriptive statistics, Servant Leadership has an interpretive value of 4.10 (high), Work Motivation of 4.00 (high), and Employee Performance of 4.05 (high). These findings indicate that leaders who provide attention, support, and empowerment to employees are able to boost work enthusiasm, self-confidence, and the desire to excel. High work motivation, in turn, encourages employees to work more proactively, with greater discipline, and more responsibly, thereby leading to optimal performance. Thus, Work Motivation acts as a mechanism that reinforces the influence of Servant Leadership on Employee Performance at CV. Shahia Hijab Indonesia.

Previous research conducted by (Sinta, 2022) showed that Servant Leadership has a positive and significant effect on *Employee Performance* through *Work Motivation*. These findings are consistent with those of (Fitria Aulanda et al., 2025), (Isbat et al., 2025), (Aurora Lubis, 2022), (Rahayu et al., 2023), and (Sabrina & Fitria Aulanda, 2023), which demonstrate

that *work motivation* mediates the relationship between *servant leadership* and *employee performance*.

### **7. The Effect of Teamwork on Employee Performance through Work Motivation**

Based on hypothesis testing, work motivation was found to positively and significantly mediate the effect of teamwork on employee performance; therefore, H7 is accepted. These results indicate that effective teamwork enhances employees' work motivation, which ultimately leads to improved employee performance. Based on the descriptive statistics, Teamwork has an interpretive value of 4.05 (high), Work Motivation of 4.00 (high), and Employee Performance of 4.05 (high). These findings indicate that good teamwork, effective communication, and mutual support among team members can create a conducive work environment and boost employees' work enthusiasm. Employees with high work motivation tend to be more enthusiastic, proactive, and responsible in completing their tasks, resulting in optimal performance. Thus, Work Motivation acts as a mediating variable that strengthens the influence of Teamwork on Employee Performance at CV. Shahia Hijab Indonesia.

Previous research (Baihaki et al., 2025) showed that *teamwork* has a positive and significant effect on *employee performance* through *work motivation*. The results of this study are consistent with those of (Zawawi et al., 2023), (Abbas & Nawaz, 2019), and (Abdillah et al., 2025b), which showed that *teamwork* has a positive and significant effect on *employee performance* through *work motivation*.

## **CONCLUSION AND RECOMMENDATIONS**

### **Conclusion**

This study aimed to analyze the effects of Servant Leadership and teamwork on employee performance through work motivation as a mediating variable among employees at CV. Shahia Hijab Indonesia. Based on the results of data analysis using SEM-PLS, it can be concluded that Servant Leadership has a positive effect on employee performance and work motivation. Teamwork also has a positive effect on employee performance and work motivation. Furthermore, work motivation was found to have a positive effect on employee performance. The results also indicate that work motivation mediates the effect of servant leadership on employee performance and mediates the effect of teamwork on employee performance. Thus, improving the quality of service-oriented leadership and fostering effective teamwork can enhance employees' work motivation, which ultimately leads to improved employee performance.

### **Implications**

The results of this study provide practical implications for CV. Shahia Hijab Indonesia to continue developing Servant Leadership practices within the organization. Leaders are expected to provide support, attention, and development opportunities to employees so that work motivation can increase. Additionally, the company needs to strengthen teamwork by improving communication, coordination, and collaboration among employees to create a

more productive work environment. The company should also focus on boosting work motivation through rewards, career development opportunities, and a supportive work environment so that employee performance can continue to improve.

### Research Limitations

This study has several limitations. First, the research was conducted at only one company, CV. Shahia Hijab Indonesia; therefore, the results cannot yet be generalized to other organizations or industrial sectors. Second, the study used only Servant Leadership and Teamwork as independent variables and Work Motivation as a mediating variable in explaining Employee Performance. Third, the research data was obtained through a questionnaire that relied on respondents' perceptions, which allowed for subjectivity in the responses. Additionally, the study used a cross-sectional design that only describes conditions at a specific point in time.

### Suggestions for Future Research

Future research is advised to expand the scope of the study to include different companies or industrial sectors so that the research results have a higher level of generalizability. Future researchers may also include other variables that could potentially influence employee performance, such as job satisfaction, organizational commitment, organizational culture, work environment, or employee engagement. Furthermore, future studies could employ a larger sample size and consider using mixed-methods research or a longitudinal design to gain a more comprehensive understanding of the relationships among variables over a longer period.

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