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Servant Leadership, Knowledge Management, and Employee Performance of Undata Regional Public Hospital Palu

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ABSTRACT

This research is fundamental because it raises questions about servant leadership, knowledge management, and employee performance in hospitals. This research was designed using a quantitative approach with multiple linear regression analysis. The results of this study indicate that servant leadership and knowledge management on employee performance at Undata Palu Regional General Hospital have a significant effect simultaneously. However, only knowledge management significantly affects employee performance, while servant leadership has no effect. This result means that employee performance in hospitals cannot always be influenced by leadership, but specifically in hospitals, employee performance can be influenced by knowledge management. This is related to the work in hospitals that requires expertise.

INTRODUCTION

Performance can be improved with various approaches, but performance can also decrease due to several things. Related to this research conducted at the Undata Regional General Hospital (RSUD) Palu, hospital employees must pay attention to their performance. This is accomplished by providing adequate health services. One form of public service and health service the government implements is fulfilling public health needs.

The RSUD can fulfill health services with leadership and knowledge owned by human resources in the hospital. The variables in this study focus on servant leadership, knowledge management, and employee performance. Employee performance in hospitals is influenced by servant leadership and knowledge management. Servant leadership has characteristics not found in other leadership models (Karatepe *et al.*, 2019) The knowledge management possessed by leaders and subordinates will result in maximum performance, so its existence is essential. Based on this, this research is crucial to do to develop science in the field of human resource management.

The problems to be studied in this research are based on the results of the phenomenon of problems in the field. Based on this, the research team raised a problem that was considered very important to study, namely the problem of employee performance at the Undata Palu Regional General Hospital (RSUD). This is considered very important to study because, for a long time now, the service at Undata Palu Hospital has still received a lot of negative responses from patients and their families. The specific objectives of this study are to contribute to the development of science related to human resource management, especially servant leadership, knowledge management, and employee performance.

This research is urgent because research on servant leadership, knowledge management, and employee performance in hospitals is still limited, especially in Indonesia, where such research has not become an important issue to be studied. Another thing that urges this research is that no previous research has raised the topic, especially at Undata Palu Hospital. It is known from the results of journal searches, both national and international, that no one has raised the topic, so this research is essential.

LITERATURE REVIEW

Leadership

Leaders can use performance information to different degrees and in different ways (Masal & Vogel, 2016). In discussions about organizational success, managers often say that employee morale is one of the critical factors for success (Bakotić, 2016). Leadership behaviors are essential in predicting perceived performance and job satisfaction (Fernandez, 2008). Results of a study conducted Masal & Vogel (2016) explain the important role of leadership in performance management and highlight the leader as a conduit for performance information.

Public sector leaders who define themselves as servant leaders can provide their employees with better work environments and more significant work engagement opportunities (Shim *et al.*, 2016). Servant leadership is a leadership style that prioritizes serving its followers to meet their needs and expectations (Ehrhart, 2004). Servant Leadership Theory relates to the level of satisfaction of employees in the situation they experience in their organization (Liden *et al.*, 2008).

Knowledge Management

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Knowledge management helps companies stimulate innovation, improve customer service, and achieve business excellence through the accumulation, increased availability and accessibility, and effective use of knowledge (Demchig, 2015). Therefore, it is necessary to manage knowledge deliberately and improve knowledge management capabilities, and it is essential to understand and recognize what organizational knowledge is.

Effective knowledge management is a powerful driver for product and organizational growth (Thomas, 2021). Knowledge management enables efficient creation, sharing, and use of information. However, it is not entirely clear what underlying knowledge is involved in agile training and how teams handle it. There are many obstacles to developing knowledge management approaches and sustainable knowledge transfer capabilities. According to organizations, the uncertainty and organizational tempo of the current market climate require more modern and agile strategies. To achieve higher levels of individual and organizational success, information transfer processes must be changed. Agility in knowledge management refers to fast delivery and output that can be adapted to society, context, and business climate. Knowledge management activities are continuously informed and developed by business strategy and organizational criteria.

Employee Performance

Employees are the key element of the organization. The success or failure of the organization depends on employee performance (Hameed & Waheed, 2011). employee performance is the results and achievements made at work (J., 2014). It is further said that employee performance shows employees' financial or non-financial results that have a direct relationship with organizational performance and its success (J., 2014).

MATERIALS AND METHODS

This research was designed using a quantitative approach. The quantitative approach was deployed to achieve the research objectives and answer the research questions (Adeniji *et al.*, 2020). In this approach, the variables This research uses independent variables and dependent variables. Variable independent variables in this study are servant leadership and knowledge management, while the dependent variable is employee performance. The data for this study were sourced from primary and secondary data. Techniques used to collect data include observation, questionnaires, and written documents. The population of this research is all employees of Undata Hospital Palu. Furthermore, this research questionnaire is arranged based on hierarchical categories using a Likert scale, where respondents are asked to indicate their level of agreement, for example, strongly disagree, disagree, moderately agree, and strongly agree. This research was designed using a quantitative approach with multiple linear regression analysis.

RESULTS AND DISCUSSION

The results of this study include several things that are required and determined in statistical testing, including the results of the validity and reliability tests of research instruments and the results of multiple linear regression tests to test the research hypothesis. The variables in this study consist of independent variables and dependent variables. Independent variables consist of servant leadership (X1), knowledge management (X2), and employee performance (Y).

Validity and Reliability Test Results of Research Instruments

Table 1: Tabel Item-Total Statistics

Item	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted	Reliability Statistics Cronbach's Alpha
q01	91.6655	257.187	.674	.960	.962
q02	91.8145	257.407	.636	.961	
q03	91.8836	256.147	.752	.960	
q04	91.8655	256.628	.741	.960	
q05	91.6400	257.925	.742	.960	
q06	91.6945	257.213	.772	.960	
q07	91.7091	260.747	.647	.961	
q08	91.7855	258.841	.732	.960	
q09	91.7164	260.167	.704	.960	
q10	91.5564	262.007	.683	.960	
q11	91.4691	261.308	.719	.960	
q12	91.5055	259.733	.754	.960	
q13	91.4909	263.784	.609	.961	
q14	91.6945	261.636	.618	.961	
q15	91.6400	262.866	.590	.961	
q16	92.1600	260.602	.466	.963	

q17	91.8218	257.935	.745	.960	
q18	91.7636	256.152	.799	.959	
q19	91.6982	260.584	.740	.960	
q20	91.7491	258.327	.726	.960	
q21	91.9782	258.474	.666	.961	
q22	92.0509	254.297	.776	.960	
q23	92.1782	255.103	.655	.961	
q24	91.8255	257.933	.699	.960	
q25	91.5455	263.052	.594	.961	
q26	91.4873	260.506	.617	.961	
q27	91.6909	259.915	.641	.961	
q28	91.5527	261.971	.582	.961	
q29	36.6691	31.412	.772	.928	.936
q30	36.7091	31.112	.743	.929	
q31	36.7782	30.582	.818	.926	
q32	36.7636	30.918	.751	.929	
q33	36.7273	30.965	.775	.928	
q34	36.7418	31.389	.764	.929	
q35	36.7055	31.493	.749	.929	
q36	36.6982	31.263	.751	.929	
q37	36.7345	31.086	.703	.931	
q38	36.9927	32.161	.576	.937	
q39	36.8073	31.798	.636	.934	
q40	37.9309	36.838	.696	.941	.944
q41	37.9709	36.481	.699	.941	
q42	37.9236	37.195	.653	.942	
q43	37.8473	35.772	.768	.938	
q44	37.7455	35.570	.741	.939	
q45	37.9455	35.066	.786	.937	
q46	38.0327	34.857	.781	.937	
q47	38.0400	35.206	.791	.937	
q48	37.9273	34.674	.841	.935	
q49	37.9055	34.925	.772	.938	
q50	37.9673	36.090	.756	.938	

Source: Output SPSS.

The validity and reliability test results show that the questionnaire in this study is valid and reliable. The basis for consideration is that if the r_{count} is greater than the r table and the value is positive, then the item question or indicator is declared valid (Ghozali, 2011). It can be seen in the Item-Total Statistics table in the Correlated Item-Total Correlation column by comparing the Correlated Item-Total Correlation value with the results of the r_{table} calculation. While the standards for determining the level of reliability are > .9 = Excellent; > .8 = Good; > .7 = Acceptable; > .6 = Questionable; > .5 = Poor, and < .5 = Unacceptable (George & Mallery, 2003). Based on these standards, all question items in this study were declared reliable at an excellent level. Cronbach's alpha reliability coefficient ranges between 0 and 1. The closer Cronbach's alpha coefficient is to 1.0, the greater the internal consistency of items on the scale (Gliem & Gliem, 2003).

Multiple Linear Regression Test Results

The regression test aims to answer the research hypothesis proposed in this study. To determine the influence and relationship between the independent variables (servant leadership and knowledge management) and the dependent variable (employee performance) used. Table 2 shows the effect of independent variables on the dependent variable simultaneously. A simultaneous test (F test) is a test conducted to see whether all independent

variables together have an effect or not on the dependent variable by comparing the F count value with the F table with the following decision making.

a. If the value of $F_{count} > F_{table}$, then the hypothesis is rejected, meaning that together, the independent variables affect the dependent variable.

b. If the value of $F_{count} < F_{table}$, then the hypothesis is accepted, meaning that together, the independent variables do not affect the dependent variable.

The following are the results of multiple regression testing using the F test:

Table 2: ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7871.590	2	3935.795	274.679	.000[a]
	Residual	3897.406	272	14.329		
	Total	**11768.996**	**274**			

a. Predictors: (Constant), Knowledge Management, Servant Leadership
b. Dependent Variable: Employee Performance

The results of the calculated F count obtained of 274,679 are greater than the F table value of 3,031, and this means that servant leadership and knowledge management simultaneously affect the performance of employees of the Undata Palu Regional.
General Hospital, while the partial effect can be seen in the following table:

Table 3: Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	**Std. Error**	**Beta**		
1	(Constant)	5.892	1.596		3.691	.000
	Servant Leadership	.020	.017	.051	1.142	.255
	Knowledge Management	.839	.047	.786	17.697	.000

a. Dependent Variable: Employee Performance

From the results in the table above, it can be seen that servant leadership has a significance value of 0.225 > probability 0.05, so it can be concluded that servant leadership does not affect employee performance at Undata Palu Hospital. This differs from the test results on the knowledge management variable, which obtained a significance value of 0.000 < 0.05 probability. This means that knowledge management has a significant effect on employee performance at Undata Palu Hospital. These results are determined based on the following decision-making rules:

a. If the significance value (sig.) > probability 0.05, then the hypothesis is rejected, meaning that partially the independent variable (X1) does not affect the dependent variable (Y).

b. If the significance value (sig.) <0.05 probability, the hypothesis is accepted, meaning that partially the independent variable (X2) has a significant effect on the dependent variable (Y).

Meanwhile, to find out the magnitude of the influence of the independent variable on the dependent variable it can be seen in the following table:

Table 4: Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.818a	.669	.666	3.78533

a. Predictors: (Constant), Knowledge Management, Servant Leadership
b. Dependent Variable: Employee Performance

The table above shows the R Square value of 0.669 or 66.9%. These results conclude that the effect of the independent variable on the dependent variable or servant leadership and knowledge management on the performance of employees of the Undata Palu Regional General Hospital is 66.9%. In comparison, the remaining 33.1% is influenced by other variables not examined or not included in the research model. Based on the results obtained, employee performance in hospitals cannot always be influenced by leadership, but specifically in hospitals, employee performance can be influenced by knowledge management. This is related to the work in hospitals that requires expertise, and the results of this study prove it.

CONCLUSION

The results of this study overall show that servant

leadership and knowledge management on employee performance at Undata Palu Regional General Hospital have a significant effect simultaneously. However, partially only knowledge management has a significant effect on employee performance, while servant leadership has no effect. This result means that employee performance in hospitals cannot always be influenced by leadership, but specifically in hospitals, employee performance can be influenced by knowledge management. This is related to work in hospitals that require expertise.

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