

THE MEDIATING ROLE OF WORK MOTIVATION IN THE EFFECT OF SERVANT LEADERSHIP ON THE PERFORMANCE OF FRONT OFFICE EMPLOYEES AT FINNS BEACH CLUB

I Made Titisano Dwipayana¹, I Gusti Made Suwandana²

^{1,2}Department of Management, Faculty of Economics and Business, Udayana University

Corresponding Author: I Made Titisano Dwipayana

E-mail: dwipayana.2207521300@student.unud.ac.id¹

Abstract

Employee performance refers to the work outcomes achieved by employees in carrying out their duties and responsibilities in accordance with organizational objectives. This study aims to analyze and explain the mediating role of work motivation in the relationship between servant leadership and the performance of Front Office employees at FINNS Beach Club. This study employed a quantitative associative approach involving a total sample of 70 Front Office employees at FINNS Beach Club, selected using the saturated sampling technique. Data were analyzed using the Partial Least Squares (PLS) method. The results indicate that servant leadership has a positive and significant effect on both employee performance and work motivation. Furthermore, work motivation also has a positive and significant effect on employee performance. The findings further demonstrate that work motivation partially mediates the relationship between servant leadership and employee performance. These findings reinforce Social Exchange Theory, which explains that positive reciprocal relationships between leaders and employees encourage higher levels of work motivation and improved employee performance. Leaders who practice servant leadership by providing support, care, trust, and opportunities for employee development receive positive responses from employees in the form of greater work motivation and enhanced performance.

Keywords: Servant Leadership, Work Motivation, Employee Performance.

INTRODUCTION

Increasingly competitive business competition requires organizations to possess high-quality human resources, as employee performance is a key factor in achieving organizational goals effectively and efficiently. One factor that can enhance employee performance is the implementation of servant leadership, which fosters motivation, responsibility, and work quality, thereby strengthening an organization's competitive advantage. As one of the leading beach clubs in Bali, FINNS Beach Club relies on professional Front Office employees to deliver exceptional service to guests, considering the high volume of both domestic and international tourist arrivals. However, preliminary interview results revealed challenges in achieving work targets, particularly during the peak season. These challenges are primarily associated with heavy workloads as well as limited managerial support and recognition, highlighting the need to examine the influence of servant leadership and work motivation on employee performance.

Table 1. Preliminary Survey Results of Front Office Employees at FINNS Beach Club

No	Question	Yes	No
1	Does your supervisor always listen to the complaints or difficulties you encounter in your work?	4	8
2	Does your supervisor provide attention and support when you experience difficulties in serving guests?	5	7
3	Do you believe that the recognition or appreciation provided by the company is commensurate with your efforts and contributions?	3	9
4	Are you able to complete your work on time according to the targets established by the company?	6	6

Source: Processed Data (2026)

The preliminary survey results presented in Table 1 indicate the existence of issues related to servant leadership, work motivation, and employee performance among Front Office employees at FINNS Beach Club. Employees' low perceptions of their supervisors' willingness to listen to complaints and provide support may adversely affect their work motivation. In addition, the perceived inadequacy of recognition for employees' efforts and contributions has the potential to reduce their enthusiasm for work. These conditions may ultimately affect employees' ability to complete their tasks in accordance with the targets established by the company. This phenomenon suggests that the performance of Front Office employees is influenced not only by individual capabilities but also by how leaders implement servant leadership and how employees' work motivation is developed.

To achieve optimal organizational performance, the role of servant leadership is essential. Servant leadership is a leadership style that places serving subordinates at the core of the leadership process. Greenleaf, the originator of this concept, emphasized that true leaders are those who serve first before leading, and that leadership emerges from a genuine desire to help others grow (Greenleaf, as cited in Syahputra, 2023). In the context of modern organizations, servant leadership extends beyond the pursuit of organizational performance by emphasizing employee empowerment, emotional support, and the creation of a humane work environment that enables employees to work more meaningfully. Consistent with this perspective, Wati and Warsindah (2022) argue that servant leadership reflects a leader's ability to provide support, listen empathetically, and assist subordinates in coping with work-related challenges, thereby enhancing work engagement and improving performance. Servant leadership also encompasses leaders' ability to prioritize employees' needs through tangible actions, such as providing assistance, guidance, and opportunities for

personal development (Riyanto et al., 2023). These findings demonstrate that leaders who prioritize serving their employees are able to establish more positive relationships with their workforce.

Servant leadership may also be viewed as a leadership approach that fosters trust, loyalty, and intrinsic motivation among employees. Saputra and Anindita (2021) found that when leaders demonstrate empathy, humility, and commitment to employee well-being, employee satisfaction and long-term loyalty increase significantly. Therefore, servant leadership represents a highly relevant leadership style for modern organizations, particularly within the hospitality industry, where the quality of interpersonal relationships and leaders' ability to address employees' emotional needs are critical success factors. Leaders are expected to serve as role models who guide, support, and empower employees, enabling them to deliver excellent service while maintaining high levels of motivation to achieve organizational objectives.

Work motivation refers to the internal condition that drives individuals to take action, sustain their efforts, and achieve specific goals. Robbins and Judge, as cited in Huda et al. (2024), explain that motivation originates from individual needs, incentives, and psychological processes that encourage employees to achieve desired work outcomes. Employees with high levels of motivation tend to demonstrate persistence, enthusiasm, and commitment in completing their tasks. Numerous studies have identified motivation as one of the strongest determinants of work quality and productivity, employees' ability to overcome challenges, and the consistency of their long-term performance.

In efforts to improve employee performance, leaders must be capable of utilizing motivation as a mechanism to encourage desirable employee behavior. This is essential because motivation determines the direction of individuals' actions. Consequently, motivation serves as an important managerial tool through which leaders can provide positive encouragement to employees (Fauzi et al., 2023). In this context, motivation refers to the drive that originates either from within individuals or from external encouragement provided by leaders with the aim of improving employee performance in achieving organizational goals (Adhari, 2021). Therefore, leaders play a crucial role in providing appropriate motivation to enhance employee quality, particularly with respect to performance. Leaders' ability to lead effectively influences their success in managing team members while simultaneously shaping employee behavior toward achieving organizational objectives (Fauzi et al., 2023).

Motivation may also be understood as a condition that encourages individuals to perform at their best without coercion (Suwandana & Sriathi, 2022). Employee motivation should be continuously strengthened to enable employees to deliver optimal work outcomes. Furthermore, when employees exhibit low levels of work enthusiasm, leaders should demonstrate concern and provide targeted motivational support (Collins, 2021). Employees with high levels of motivation tend to complete their tasks to the best of their abilities, resulting in improved job performance. Motivated individuals are less likely to perceive work as burdensome and are more inclined to continuously develop their competencies. Motivation also encourages employees to become more actively involved in organizational activities. This is

reflected in lower turnover intentions, higher attendance rates, and stronger interpersonal relationships among colleagues. These factors underscore the critical importance of motivation within organizations (Adinda et al., 2023).

The theoretical foundation of this study is Social Exchange Theory, proposed by Blau (1964). This theory posits that employee behavior within organizations is shaped through reciprocal relationships between employees and their leaders. Positive treatment from leaders is reciprocated by employees through positive work attitudes and behaviors. Within an organizational context, servant leadership represents a form of positive social exchange because leaders provide support, attention, and empowerment to employees. Such treatment fosters trust and a sense of moral obligation among employees to reciprocate by increasing their work motivation (Zarkani & Lubis, 2022). Subsequently, enhanced work motivation contributes to improved employee performance, as motivated employees demonstrate higher levels of work quality and productivity in return for supportive leadership (Dahliyanti & Adriani, 2023).

Previous studies have identified a research gap regarding the relationship between servant leadership and employee performance. Aulanda et al. (2025) reported that servant leadership positively influences both work motivation and employee performance, with work motivation serving as a mediating variable. Similar findings were reported by Ramdhani et al. (2024), who found that servant leadership significantly enhances employees' work motivation and performance. Furthermore, Permatasari et al. (2024) explained that servant leadership strengthens positive leader–employee relationships, thereby improving employee performance. These findings are supported by Utami and Ardiyanti (2023) and Suprianto et al. (2024), who concluded that servant leadership has a positive and significant effect on employee performance. In contrast, Arif and Alamsyah (2023) found that servant leadership does not significantly influence employee performance because performance is more strongly affected by other factors, such as work motivation and organizational systems. Likewise, Prayuga et al. (2025) concluded that servant leadership has no significant effect on employee performance. Zarkani and Lubis (2022) further reported that servant leadership does not directly influence employee performance but instead exerts an indirect effect through work motivation as a mediating variable. These inconsistent findings indicate the existence of a research gap concerning the effect of servant leadership on employee performance. While some studies have reported positive and significant effects, others have found insignificant relationships or indirect effects mediated by work motivation.

As one of the largest beach clubs in Bali, FINNS Beach Club faces the challenge of maintaining premium service quality and delivering a consistently exceptional guest experience. The Front Office department, as the first point of direct interaction with guests, plays a strategic role in creating a professional and trustworthy first impression. Therefore, the quality of service provided by Front Office employees is a crucial factor in shaping the overall image of FINNS Beach Club. To ensure that these service standards are consistently achieved, Front Office employees are expected to possess high levels of work motivation, maintain positive work attitudes, and demonstrate optimal job performance in fulfilling their duties and responsibilities. In

this context, leadership style plays a vital role in influencing employee behavior, work enthusiasm, and engagement in delivering outstanding guest service. One leadership approach that is particularly relevant to enhancing employee performance is servant leadership, which emphasizes employee care, support, and empowerment.

It is therefore important to understand the extent to which servant leadership enhances the performance of Front Office employees and how work motivation functions as a mediating variable in this relationship. Such understanding is essential to ensure that leadership strategies are not merely normative but are genuinely effective in improving employee performance and the quality of service provided to guests. Based on the observed organizational phenomenon and the research gap identified in previous studies, this study was conducted to examine more comprehensively the relationships among servant leadership, work motivation, and employee performance under the title: "The Mediating Role of Work Motivation in the Effect of Servant Leadership on the Performance of Front Office Employees at FINNS Beach Club."

RESEARCH METHOD

This study employed a quantitative causal associative approach to examine the mediating role of work motivation in the relationship between servant leadership and employee performance (Sugiyono, 2019). The research was conducted in the Front Office Department of FINNS Beach Club, located in Canggu, Badung, Bali. The research variables consisted of servant leadership as the independent variable, work motivation as the mediating variable, and employee performance as the dependent variable. Employee performance was measured using the indicators of quality, quantity, timeliness, effectiveness, and independence (Yulianto & Saadah, 2020). Servant leadership was measured based on the dimensions of empathy, listening, trust, respect, motivation, vision, and coaching (Solichah & Pujiyanto, 2024). Meanwhile, work motivation was measured using Maslow's Hierarchy of Needs, which includes physiological needs, safety needs, social needs, esteem needs, and self-actualization needs (Handayani et al., 2020).

The study population comprised all 70 Front Office employees of FINNS Beach Club, all of whom were included as the research sample using the saturated sampling technique (Sugiyono, 2019). Both quantitative and qualitative data were utilized in this study. Primary data were collected through questionnaire distribution, while secondary data were obtained from company documents and relevant literature. Data collection was carried out through surveys, interviews, and Google Forms-based questionnaires using a five-point Likert scale. The instrument testing results indicated that all questionnaire items had Pearson correlation coefficients greater than 0.30, confirming their validity. Furthermore, the Cronbach's Alpha values for all variables exceeded 0.60, indicating that the research instruments were reliable (Sugiyono, 2019).

Data analysis was conducted using descriptive statistics and inferential statistics based on Structural Equation Modeling–Partial Least Squares (SEM-PLS). Model evaluation consisted of assessing the outer model through convergent validity, discriminant validity, Average Variance Extracted (AVE), composite reliability, and

Cronbach's Alpha, while the inner model was evaluated using the R-square and Q-square values to assess the model's predictive capability. Hypothesis testing was performed at a 5% significance level, whereas mediation analysis followed the criteria proposed by Hair et al. (2021) to determine whether work motivation functions as full mediation, partial mediation, or no mediation in the relationship between servant leadership and employee performance (Ghozali, 2021; Musyaffi et al., 2022; Hair et al., 2021).

RESULT AND DISCUSSION

Respondent Characteristics

Table 2. Respondent Characteristics

N o	Variable	Classification	Number of Respon dents	Percenta ge (%)
1	Age	21-30 Years	57	81,4
		31-40 Years	11	15,7
		41-50 Years	2	2,9
		Total	70	100
2	Gender	Laki-laki	11	15,7
		Perempuan	59	84,3
		Total	70	100
3	Highest Educational Attainment	Senior High School/Vocational High School (SMA/SMK)	31	44,3
		Diploma (D1/D2/D3/D4)	26	37,1
		Sarjana (S1)	13	18,6
		Total	70	100

Source: Processed Data (2026)

Table 2 shows that the study sample consisted of 70 Front Office employees of FINNS Beach Club. In terms of gender, female employees constituted the majority of respondents, accounting for 84.3% of the sample. This finding indicates that FINNS Beach Club employs more female staff in the Front Office department, as women are often perceived to possess strong communication skills, a friendly attitude, and the ability to provide more attentive guest service, which is fundamental to the hospitality industry. With respect to age, respondents aged 21–30 years represented the largest group, accounting for 81.4% of the sample. This finding suggests that FINNS Beach Club prefers employees within the productive age group to support its operational activities, as Front Office positions require high energy levels, an attractive professional appearance, and the ability to interact actively with guests in a dynamic work environment. Regarding educational attainment, respondents with a Senior High School/Vocational High School (SMA/SMK) education constituted the largest proportion of the sample, representing 44.3% of respondents. This indicates that Front Office employees at FINNS Beach Club are not necessarily required to possess higher

academic qualifications; instead, greater emphasis is placed on practical skills and foundational experience in customer service, communication, and Front Office operations.

Descriptive Analysis of the Research Variables

Respondents' perceptions of the statements measuring the research variables were analyzed using descriptive statistics. The descriptive analysis was conducted by calculating the average score for each indicator to describe respondents' overall perceptions of the variables included in the study. To interpret respondents' evaluations of each research instrument, responses were classified into five measurement categories. The category intervals were calculated by subtracting the lowest score from the highest score and dividing the result by the number of categories, as follows: $(5 - 1) \div 5 = 0.80$. The measurement criteria are presented in Table 3.

Table 3. Criteria for Descriptive Analysis of Research Variables

Mean Score	Criteria
	Employee Performance, Servant Leadership, and Work Motivation
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: Processed Data (2026)

The descriptive analysis results indicate that all research variables fall within the high category. The Employee Performance variable obtained a mean score of 3.85, indicating that Front Office employees at FINNS Beach Club have generally performed their duties in accordance with company standards. The highest mean score (3.90) was recorded for employees' ability to provide services in accordance with established service standards, while the lowest mean score (3.79) was observed for the timeliness of task completion. The Servant Leadership variable achieved an average score of 3.90, indicating that supervisors have effectively implemented a service-oriented leadership style. This is reflected in the highest scores for leaders' trust in employees and encouragement provided to employees (both 3.97), whereas communicating work objectives received the lowest score (3.81). Meanwhile, the Work Motivation variable recorded the highest overall mean score (3.94), reflecting a high level of employee motivation. The highest-rated indicator was supervisors' recognition and appreciation of employee performance (3.99), while the lowest-rated indicator was employees' sense of safety and comfort in the workplace (3.89). Overall, these findings indicate that the strong performance of Front Office employees at FINNS Beach Club is supported by the effective implementation of servant leadership and high levels of work motivation.

Inferential Analysis

Inferential statistical analysis is a statistical method used to analyze sample data in order to draw conclusions that can be generalized to the population (Sugiyono, 2019). In this study, inferential analysis was conducted using Structural Equation Modeling (SEM) based on Partial Least Squares (PLS).

Research Model Analysis Using the Partial Least Squares (PLS) Method

This study employed the variance-based Structural Equation Modeling (SEM) technique, commonly known as Partial Least Squares (PLS). Data were processed using SmartPLS 4.0 software. SEM-PLS is a non-parametric analytical method used to examine predictive relationships among latent constructs in order to determine the existence and strength of relationships among these constructs. SEM-PLS analysis consists of two sub-models, namely the measurement model (outer model) and the structural model (inner model). The results of the evaluation of both the outer and inner models are presented as follows:

1) Outer Model Evaluation

a) Convergent Validity

Table 4. Convergent Validity Results

	Original Sample (O)	T Statistics (O/STDEV)
X1 <- Servant Leadership	0.823	17.490
X2 <- Servant Leadership	0.847	20.288
X3 <- Servant Leadership	0.831	18.716
X4 <- Servant Leadership	0.847	21.691
X5 <- Servant Leadership	0.835	19.632
X6 <- Servant Leadership	0.855	21.273
X7 <- Servant Leadership	0.836	19.929
Y1 <- Employee Performance	0.824	17.764
Y2 <- Employee Performance	0.794	16.686
Y3 <- Employee Performance	0.798	17.090
Y4 <- Employee Performance	0.804	15.688
Y5 <- Employee Performance	0.881	26.506
Z1 <- Work Motivation	0.839	24.086
Z2 <- Work Motivation	0.904	36.827
Z3 <- Work Motivation	0.824	17.674
Z4 <- Work Motivation	0.856	23.787
Z5 <- Work Motivation	0.808	18.937

Source: Processed Data (2026)

Table 4 shows that all indicators satisfy the convergent validity criterion, as each outer loading (original sample) exceeds the recommended threshold of 0.70. Therefore, all indicators measuring Employee Performance, Servant Leadership, and Work Motivation are considered valid.

b) Discriminant Validity

Table 5. Cross-Loading Results

	Employee Performance	Servant Leadership	Work Motivation
Y1	0.824	0.627	0.647
Y2	0.794	0.688	0.626
Y3	0.798	0.741	0.691
Y4	0.804	0.611	0.683
Y5	0.881	0.669	0.592
X1	0.637	0.823	0.686
X2	0.664	0.847	0.588
X3	0.743	0.831	0.694
X4	0.697	0.847	0.673
X5	0.664	0.835	0.676
X6	0.675	0.855	0.726
X7	0.694	0.836	0.716
Z1	0.687	0.619	0.839
Z2	0.786	0.734	0.904
Z3	0.692	0.651	0.824
Z4	0.715	0.679	0.856
Z5	0.714	0.568	0.808

Source: Processed Data (2026)

Table 5 demonstrates that each indicator exhibits the highest cross-loading on its corresponding latent construct compared with its correlations with other constructs. These findings indicate that each indicator accurately represents its intended latent variable and is not more strongly associated with any other construct, thereby supporting the discriminant validity of the measurement model.

c) Discriminant Validity Based on Average Variance Extracted (AVE)

Table 6. Average Variance Extracted (AVE) Results

Research Variable	AVE
Employee Performance (Y)	0,674
Servant Leadership (X)	0,704
Work Motivation (Z)	0,717

Source: Processed Data (2026)

Table 6 indicates that the AVE values for Employee Performance, Servant Leadership, and Work Motivation are 0.674, 0.704, and 0.717, respectively. Since all AVE values exceed the recommended threshold of 0.50, the measurement model demonstrates satisfactory convergent validity.

d) Composite Reliability

Table 7. Composite Reliability and Cronbach's Alpha Results

Variable	Composite Reliability	Cronbach's Alpha	Description
Employee Performance (Y)	0,912	0,878	Reliable

Servant Leadership (X)	0,943	0,930	Reliable
Work Motivation (Z)	0,927	0,901	Reliable

Source: Processed Data (2026)

As presented in Table 7, the Composite Reliability values for Employee Performance, Servant Leadership, and Work Motivation are 0.912, 0.943, and 0.927, respectively. Likewise, the corresponding Cronbach's Alpha values are 0.878, 0.930, and 0.901. Since all Composite Reliability and Cronbach's Alpha values exceed the recommended threshold of 0.70, all constructs demonstrate satisfactory internal consistency and are therefore considered reliable.

2) Inner Model Evaluation

The inner model, or structural model evaluation, is developed based on the conceptual framework and theoretical foundation to examine the relationships among the exogenous and endogenous variables. The results of the inner model evaluation are presented below.

a) Coefficient of Determination (R²)

Table 8. R-Square Results

Variable	R Square
Work Motivation	0,594
Employee Performance	0,785

Source: Processed Data (2026)

Table 8 shows that the R-square value for Work Motivation is 0.594, indicating that 59.4% of the variance in work motivation is explained by Servant Leadership, while the remaining 40.6% is explained by variables not included in the present research model. Similarly, Employee Performance has an R-square value of 0.785, indicating that 78.5% of the variance in employee performance is explained jointly by Servant Leadership and Work Motivation, whereas the remaining 21.5% is attributable to other factors beyond the scope of this study.

b) Predictive Relevance (Q²)

The Q-square Predictive Relevance (Q²) statistic is used to assess the predictive capability of the structural model. Its value ranges from 0 to 1, with values closer to 1 indicating greater predictive relevance. Based on the calculation, the Q-square Predictive Relevance (Q²) value is 0.913: $Q^2 = 1 - (1 - 0,594)(1 - 0,785) = 0,913$. This result indicates that the proposed research model possesses excellent predictive relevance, as the Q² value is very close to 1. Accordingly, 91.3% of the variation in Employee Performance can be explained, either directly or indirectly, by Servant Leadership and Work Motivation, while the remaining 8.7% is influenced by variables outside the research model.

Hypothesis Testing

This study employed the Partial Least Squares (PLS) approach to test and analyze the hypotheses formulated previously. Hypothesis testing was based on the p-value, where a hypothesis was considered significant if the p-value < 0.05 or the t-

statistic > 1.96. Conversely, if the p-value > 0.05 and the t-statistic < 1.96, the relationship was considered not statistically significant. The results of the empirical model analysis using the Partial Least Squares (PLS) method are presented below.

Figure 1. Bootstrapping Results (PLS)

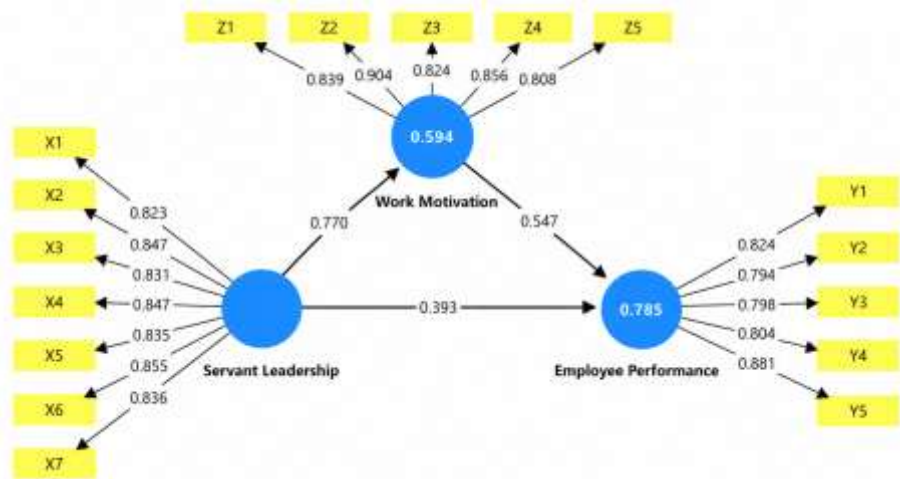


Figure 1 illustrates the four hypotheses examined in this study. Hypothesis 1 proposes that Servant Leadership has a positive and significant effect on Employee Performance. Hypothesis 2 proposes that Servant Leadership has a positive and significant effect on Work Motivation. Hypothesis 3 proposes that Work Motivation has a positive and significant effect on Employee Performance. Finally, Hypothesis 4 proposes that Servant Leadership positively and significantly affects Employee Performance through Work Motivation as a mediating variable. The results of the hypothesis testing are presented in Table 9.

Table 9. Hypothesis Testing Results

Hypothesis	Original Sample	t statistic	p-value	Description
Pengaruh Langsung				
Servant Leadership → Employee Performance	0,393	4,580	0,000	Significant
Servant Leadership → Work Motivation	0,770	14,898	0,000	Significant
Work Motivation → Employee Performance	0,547	6,372	0,000	Significant
Indirect Effect				
Servant Leadership → Work Motivation → Employee Performance	0,421	6,057	0,000	Significant

Source: Processed Data (2026)

Table 9 presents the results of the PLS analysis used to test the hypotheses proposed in this study. The findings for each hypothesis are explained as follows:

1) Hypothesis 1: The Effect of Servant Leadership on Employee Performance

Table 9 shows that the path coefficient of Servant Leadership on Employee Performance is 0.393, with a t-statistic of 4.580 (> 1.96) and a p-value of 0.000 (< 0.05). These results indicate that Servant Leadership has a positive and significant effect on Employee Performance. Therefore, Hypothesis 1 is supported.

2) Hypothesis 2: The Effect of Servant Leadership on Work Motivation

Table 9 indicates that the path coefficient of Servant Leadership on Work Motivation is 0.770, with a t-statistic of 14.898 (> 1.96) and a p-value of 0.000 (< 0.05). These findings demonstrate that Servant Leadership has a positive and significant effect on Work Motivation. Accordingly, Hypothesis 2 is supported.

3) Hypothesis 3: The Effect of Work Motivation on Employee Performance

Table 9 shows that the path coefficient of Work Motivation on Employee Performance is 0.547, with a t-statistic of 6.372 (> 1.96) and a p-value of 0.000 (< 0.05). These results indicate that Work Motivation has a positive and significant effect on Employee Performance. Thus, Hypothesis 3 is supported.

4) Hypothesis 4: The Mediating Role of Work Motivation in the Relationship Between Servant Leadership and Employee Performance

Table 9 presents the results of the indirect effect analysis of Servant Leadership on Employee Performance through Work Motivation. The analysis reveals a p-value of 0.000 (< 0.05), a t-statistic of 6.057 (> 1.96), and a path coefficient of 0.421. These findings indicate that Work Motivation significantly mediates the relationship between Servant Leadership and Employee Performance. Furthermore, the direct effect of Servant Leadership on Employee Performance remains significant, with a p-value of 0.000 (< 0.05), a t-statistic of 4.580 (> 1.96), and a path coefficient of 0.393. Based on the mediation criteria proposed by Hair et al. (2021), these findings indicate that Work Motivation functions as a complementary partial mediator in the relationship between Servant Leadership and Employee Performance. Accordingly, Hypothesis 4 is supported.

Discussion

The Effect of Servant Leadership on Employee Performance

The hypothesis testing results indicate that Servant Leadership has a positive effect on the performance of Front Office employees at FINNS Beach Club. This finding demonstrates that the more effectively leaders implement servant leadership, the greater the improvement in employee performance. Therefore, the first hypothesis of this study is supported. Leaders who practice servant leadership are not solely focused on achieving organizational objectives but also strive to create a work environment that promotes employee growth and success. When employees feel supported, valued, and provided with opportunities for personal and professional development, they are more likely to demonstrate superior performance in carrying out their duties and responsibilities.

These findings can be explained through Social Exchange Theory, which posits that the relationship between leaders and employees is based on the principle of reciprocity. When leaders provide attention, support, trust, and genuine concern for their employees, employees reciprocate by exhibiting higher levels of job performance. The implementation of servant leadership fosters a positive work

environment that encourages employees to perform more effectively in achieving organizational goals.

The findings of this study are consistent with those reported by Aulanda et al. (2024), who found that servant leadership enhances both the quality and quantity of employee performance. Similarly, Ramdhani et al. (2024) reported that service-oriented leadership contributes to increased employee productivity. Furthermore, Utami and Ardiyanti (2023) explained that servant leadership creates a supportive work environment that promotes higher employee performance. These findings are further supported by Permatasari et al. (2024) and Suprianto et al. (2024), who concluded that servant leadership has a positive and significant effect on employee performance.

The Effect of Servant Leadership on Work Motivation

The hypothesis testing results reveal that Servant Leadership has a positive effect on the work motivation of Front Office employees at FINNS Beach Club. This finding indicates that the better servant leadership is implemented by supervisors, the higher the level of employee work motivation. Accordingly, the second hypothesis of this study is supported. Leaders who adopt servant leadership tend to provide employees with attention, support, trust, and opportunities for development, thereby strengthening employees' enthusiasm and motivation to perform their work.

These findings are consistent with Social Exchange Theory, which explains that leader–employee relationships are founded on reciprocal exchanges. When employees receive support, care, and positive treatment from their leaders, they respond by exhibiting greater motivation in carrying out their work responsibilities. Consequently, higher levels of servant leadership lead to stronger employee work motivation.

The findings of this study are in line with those of Canavesi et al. (2021), who demonstrated that servant leadership is consistently associated with higher employee work motivation. Likewise, Nastenka (2024) found that servant leadership strengthens employees' intrinsic motivation. In addition, Rosia (2023) reported that servant leadership plays an important role in enhancing employee work motivation and organizational commitment. These findings are further supported by Mu'ammal Pramaja (2022) and Fikri (2024), who concluded that servant leadership has a positive relationship with employee work motivation.

The Effect of Work Motivation on Employee Performance

The hypothesis testing results indicate that Work Motivation has a positive effect on the performance of Front Office employees at FINNS Beach Club. This finding demonstrates that employees with higher levels of work motivation tend to exhibit better performance in carrying out their duties and responsibilities. Therefore, the third hypothesis of this study is supported. Work motivation serves as a driving force that enhances employees' enthusiasm, commitment, and dedication, ultimately improving both the quality and quantity of their work outcomes.

These findings can also be explained through Social Exchange Theory, which suggests that employees are more willing to contribute to organizational success when they receive benefits and support that meet their expectations. When employees feel motivated through adequate compensation, a comfortable work

environment, recognition from supervisors, and opportunities for competency development, they are encouraged to deliver higher levels of performance.

The findings are consistent with those of Mousa and Othman (2020), who found that work motivation enhances employee productivity, commitment, and work behavior. Similarly, Suprayitno (2024) reported that work motivation contributes positively to the achievement of optimal employee performance. In addition, Sesi and Suwandana (2020) concluded that improvements in work motivation lead directly to enhanced employee performance. These findings are further supported by Andreas (2022) and Sitopu et al. (2021), who reported that work motivation has a positive and significant effect on employee performance. Therefore, the higher the level of work motivation among Front Office employees at FINNS Beach Club, the better their job performance.

The Mediating Role of Work Motivation in the Relationship Between Servant Leadership and Employee Performance

The hypothesis testing results demonstrate that Work Motivation mediates the effect of Servant Leadership on the performance of Front Office employees at FINNS Beach Club. These findings indicate that the more effectively servant leadership is implemented by supervisors, the higher employees' work motivation, which subsequently leads to improved employee performance. Thus, work motivation serves as an important mechanism through which servant leadership enhances employee performance more effectively. Accordingly, the fourth hypothesis of this study is supported.

These findings can be explained through Social Exchange Theory, which emphasizes that leader–employee relationships are based on reciprocal exchanges. When leaders demonstrate care, provide support and trust, and offer opportunities for employee development, employees respond positively by increasing their work motivation. This enhanced motivation subsequently encourages employees to perform their duties more effectively, resulting in improved job performance.

The findings of this study are consistent with those reported by Liu and Zhao (2022), who found that servant leadership improves employee performance through enhanced work motivation. Similarly, Isbat et al. (2025) demonstrated that work motivation functions as a mediator in the relationship between servant leadership and employee performance. Furthermore, Aboramadan et al. (2021) explained that servant leadership enhances employee performance by increasing work motivation and employee well-being. These findings are also supported by Baykal (2020) and Alafeshat and Tanova (2020), who concluded that servant leadership creates a work environment that strengthens employee motivation, thereby producing positive effects on employee performance. Consequently, the more effectively servant leadership is implemented within the Front Office department of FINNS Beach Club, the higher the level of employee work motivation, which ultimately contributes to improved employee performance.

CONCLUSION

Based on the findings of this study, the following conclusions can be drawn:

1. Servant Leadership has a positive effect on the performance of Front Office employees at FINNS Beach Club. This finding indicates that the more effectively servant leadership is implemented by supervisors, the higher the level of employee performance. Leaders who provide support, trust, and genuine concern for their employees are able to enhance employee performance.
2. Servant Leadership has a positive effect on the work motivation of Front Office employees at FINNS Beach Club. This indicates that the more effectively servant leadership is practiced, the higher the employees' work motivation. A service-oriented leadership style fosters a supportive work environment and strengthens employees' enthusiasm for their work.
3. Work Motivation has a positive effect on the performance of Front Office employees at FINNS Beach Club. This finding suggests that higher levels of work motivation are associated with better employee performance. Motivated employees tend to be more enthusiastic, committed, and effective in carrying out their duties and responsibilities.
4. Work Motivation partially mediates the effect of Servant Leadership on the performance of Front Office employees at FINNS Beach Club. This finding indicates that servant leadership enhances employee performance both directly and indirectly by increasing employees' work motivation. Therefore, work motivation serves as an important mechanism through which servant leadership contributes to improved employee performance.

REFERENCES

- Aboramadan, M., Dahleez, K. A., & Hamid, Z. (2021). Servant leadership and employees' performance: The role of motivation and psychological empowerment. *Journal of Management Development*, 40(7), 530–543.
- Adhari, I. Z. (2021). *Optimalisasi Kinerja Karyawan Menggunakan Pendekatan Knowledge Management & Motivasi Kerja* (Vol. 1). CV. Penerbit Qiara Media.
- Adinda, T. N., Firdaus, M. A., & Agung, S. (2023). The effect of work motivation and work discipline on employee performance. *Indonesian Journal of Innovation Multidisciplinary Research*, 1(3), 134-143.
- Agatha, S. C., & Go, M. A. B. (2022). Pengaruh Servant Leadership Terhadap Kinerja Karyawan Melalui Employee Engagement Di Restoran Shaburi & Kintan Buffet Surabaya. *Jurnal Manajemen Perhotelan*, 7(2), 63–74.
- Alafeshat, R., & Tanova, C. (2020). Servant leadership and employee performance: A study of the mediating role of motivation. *International Journal of Contemporary Hospitality Management*, 32(6), 2047–2066.
- Andreas, D. (2022). Employee performance: The effect of motivation and job satisfaction. *PRODUKTIF: Jurnal Kepegawaian dan Organisasi*, 1(1), 28-35.
- Arif, F., & Alamsyah. (2023). Pengaruh Servant Leadership dan Motivasi Kerja terhadap Kinerja Karyawan pada PT Angkasa Pura Support Area MRT Cabang Jakarta. *Excellent: Jurnal Manajemen, Bisnis dan Pendidikan*, 10(2), 157–170.

- Aulanda, N. F., Hutagalung, M. A. K., & Ridwan, M. (2022). Effect of servant leadership on employee performance with work motivation as an intervening variable. *Digital Business: Tren Bisnis Masa Depan*.
- Azijah, S. N., Rahmawati, R., Rusliandy, C., Wahyudin, C., & Anak Lydon, N. (2024). Influence of leadership on civil servant performance. *Jurnal Governansi*, 10(1), 1–14.
- Bandhu, D., Mohan, M. M., Nittala, N. A. P., Jadhav, P., Bhadauria, A., & Saxena, K. K. (2024). Theories of motivation: A comprehensive analysis of human behavior drivers. *Acta Psychologica*, 244, 104177.
- Baykal, E. (2020). Servant leadership and employee performance: The mediating role of work motivation and job satisfaction. *International Journal of Organizational Leadership*, 9(3), 150–161.
- Blau, P. M. (1964). *Exchange and power in social life*. New York, NY: John Wiley & Sons.
- Cahyono, Y. T., & Putri, E. (2020). Kompensasi, Motivasi, Pelatihan, Dan Lingkungan Kerja Pada Kualitas Kinerja Pegawai. *Equilibrium: Jurnal Ilmiah Ekonomi, Manajemen Dan Akuntansi*, 9(1).
- Canavesi, A., Cafferata, R., & Peddeferri, M. (2021). *Servant Leadership: a systematic literature review and call for research*.
- Collins, C. J. (2021). Expanding the resource based view model of strategic human resource management. *The International Journal of Human Resource Management*, 32(2), 331-358.
- Dahliyanti, D., & Adriani, R. (2023). Pengaruh Servant Leadership dan Motivasi Kerja terhadap Kinerja Pegawai melalui Komitmen Organisasional. *Jurnal Manajemen dan Keuangan*, 12(1).
- Farisi, S., Irnawati, J., & Fahmi, M. (2020). Pengaruh motivasi dan disiplin kerja terhadap kinerja karyawan pada PT Perkebunan Nusantara V (Persero) Kebun Tanah Putih Provinsi Riau. *Jurnal Humaniora: Jurnal Ilmu Sosial, Ekonomi dan Hukum*, 4(1), 15–33.
- Fauzi, A., Latief, F., & Bahasoan, S. (2023). Pengaruh Kompensasi Dan Lingkungan Kerja Terhadap Motivasi Kerja Pegawai Pada Badan Kepegawaian Dan Pengembangan Sumber Daya Manusia Daerah Kota Makassar. *Jurnal Manuver: Akuntansi dan Manajemen*, 1(1), 1-14.
- Fauzi, F., Wardi, Y., & Thaib, I. (2023). Gaya Kepemimpinan Terhadap Motivasi Kerja Karyawan: Systematic Literature Review. *Journal of Economic, Management, Accounting and Technology*, 6(2), 156-165.
- Fikri, M. A. A. (2024). Enhancing public service motivation: The influence of servant leadership practices on basic need satisfaction and public service motivation. *International Journal of Management & Education Research*.
- Ghozali, I. (2021). *Aplikasi Analisis Multivariate Program IBM SPSS 26*. Semarang: Badan Penerbit Universitas Diponegoro.
- Ghozali, I. (2021). *Structural Equation Modeling Dengan Metode Alternatif Partial Least Squares (PLS)*. Semarang: Badan Penerbit Universitas Diponegoro.
- Greenleaf, R. K. (1977). *Servant Leadership: A Journey into the Nature of Legitimate Power and Greatness*. New York: Paulist Press.

- Hair, J. F., Jr., Hult, G. T. M., Ringle, C. M., Sarstedt, M., Danks, N. P., & Ray, S. (2021). *Partial least squares structural equation modeling (PLS-SEM) using R: A workbook*. Springer.
- Handayani, S., Haryono, S., & Fauziah, F. (2020). Upaya peningkatan motivasi kerja pada perusahaan jasa konstruksi melalui pendekatan teori kebutuhan Maslow. *Jurnal Bisnis: Teori dan Implementasi*.
- Huda, M., Prasetya, F. D., Safitri, W., & Rismawati. (2024). Peran Kepribadian Sebagai moderasi Pengaruh *Servant Leadership* dan Motivasi Kerja terhadap Kinerja Karyawan. *JSMA: Jurnal Sains Manajemen & Akuntansi*, 16(1), 51–56.
- Kirana, I. B. G. A., Sriathi, A. A. A., & Suwandana, I. G. M. (2022). The effect of work environment, work discipline, and work motivation on employee performance in manufacturing company. *European Journal of Business and Management Research*, 7(3), 26-30.
- Silalahi, Erida . (2021). Efektivitas Edukasi Self-Care Terhadap Perilaku Manajemen Diri pada Pasien Diabetes Melitus di Wilayah Puskesmas Sukapura Jakarta. *Media Publikasi Promosi Kesehatan Indonesia*. 4(1), 15–22.
- Sinaga, O. S., Hasibuan, A., Efendi, E., Prijojadmiko, E., Butarbutar, M., Purba, S., Karwanto, K., Silalahi, M., Hidayatulloh, A. N., & Muliana. (2020). *Manajemen kinerja dalam organisasi*. Yayasan Kita Menulis.
- Sitopu, Y. B., Sitinjak, K. A., & Marpaung, F. K. (2021). The influence of motivation, work discipline, and compensation on employee performance. *Golden Ratio of Human Resource Management*, 1(2), 72-83.
- Solichah, R. M., & Pujiyanto, A. (2024). *Servant Leadership Model: Studi pada Generasi Milenial di Industri Kecamatan Tanggulangin*. *Jurnal Ilmu Sumberdaya Manusia*, 12(1).
- Sugiyono. (2019). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Bandung: Alfabeta.
- Suprayitno, D. (2024). The Influence of Leadership on Employee Performance. *Journal of Law, Social Science and Humanities*, 1(2), 87-91.
- Suprianto, R. S., Agustina, G., Fithriani, M., & Febrian, F. (2024). The Influence of *Servant Leadership* and Work Environment on Employee Performance. *International Journal of Social Science, Humanity and Management Research (IJSS-HMR)*, 3(3).
- Syahputra, A. (2023). Pengaruh *Servant Leadership* dan Komitmen Afektif terhadap Kinerja Karyawan melalui Motivasi Kerja. *J-MAS: Jurnal Manajemen dan Sains*, 8(1), 263–272.
- Utami, A. R., & Ardiyanti, N. (2023). *Servant Leadership's Impact on Adaptive Performance in Indonesian Tech Companies: How Work Engagement and Trust in Leaders Play a Role*. *The Asian Journal of Technology Management*, 16(2).
- Wati, N. M., & Warsindah, L. (2022). Pengaruh *Servant Leadership*, Competency, Motivation Terhadap Job Performance Dengan Peran Mediasi Work Engagement pada Pegawai Kementerian Kelautan dan Perikanan. *Jurnal Ekonomi Efektif*, 4(4), 574–585.

- Yulianto, B & Saadah, N. (2020). Perilaku Penggunaan APD Sebagai Alternatif Peningkatan Kinerja Karyawan Yang Terpapar Bising Intensitas Tinggi. Surabaya: Scopindo Media Pustaka.
- Zandrah, F. S., Adi, & Jusri. (2022). Pengaruh Motivasi dan Disiplin Kerja Terhadap Kinerja Karyawan di masa Pandemi Covid-19 Studi Kasus PT Telekomunikasi Seluler (GraPARI) Kota Makassar). *BALANCA : Jurnal Ekonomi Dan Bisnis Islam*, 3(02), 43-47.
- Zarkani, & Lubis, T. A. (2022). Pengaruh *Servant Leadership* terhadap Kinerja pegawai melalui Motivasi Kerja sebagai variabel mediator. *Jurnal Manajemen Terapan dan Keuangan (Mankeu)*, 11(4), 993-1004.
- Zhou, G., Gul, R., & Tufail, M. (2022). Does servant leadership stimulate work engagement? The moderating role of trust in the leader. *Frontiers in Psychology*.