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## THE INFLUENCE OF SERVANT LEADERSHIP AND EMPOWERMENT ON EMPLOYEE PERFORMANCE AT PT BANK CAPITAL INDONESIA TBK

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### ABSTRACT

*The aim of this research is to examine the influence of servant leadership and employee empowerment, on employee performance at PT Bank Capital Indonesia Tbk. This research is motivated by the importance of effective leadership and empowered employees in driving individual and organizational success, particularly in the highly competitive banking industry. Given the limited research that specifically focuses on the combined influence of servant leadership and empowerment on employee performance in the context of Indonesian banking, this study aims to fill this knowledge gap. To achieve this, primary data was collected through questionnaires distributed to 116 employees at PT Bank Capital Indonesia, Tbk, with 100 respondents by purposive sample. The collected primary data was processed using SPSS 26 for Windows. The validity of the research instruments was tested using factor analysis, while reliability was measured using Cronbach's Alpha coefficient. Linear regression analysis was used to test the formulated hypotheses. The findings of this research indicate that servant leadership and employee empowerment have a positive and significant impact on employee performance at PT Bank Capital Indonesia, Tbk. The research can lead to substantial improvements in employee performance. The findings of this study are expected to contribute to the knowledge of academics and practitioners in the fields of leadership and human resource management. By highlighting the positive impact of servant leadership and employee empowerment, this research can be considered for implementing servant leadership and empowerment in order to improve employee performance. By fostering a culture of servant leadership and empowering employees to have a sense of ownership over their work, organizations can unlock the full potential of their workforce and achieve sustainable competitive advantage.*

**Keywords:** *servant leadership, empowerment, employee performance*

### ABSTRAK

Tujuan dari penelitian ini adalah untuk mengkaji pengaruh kepemimpinan melayani (servant leadership) dan pemberdayaan karyawan terhadap kinerja karyawan di PT Bank Capital Indonesia Tbk. Penelitian ini dilatarbelakangi oleh pentingnya kepemimpinan yang efektif serta karyawan yang berdaya dalam mendorong keberhasilan individu maupun organisasi, terutama dalam industri perbankan yang sangat kompetitif. Mengingat terbatasnya penelitian yang secara khusus menyoroti pengaruh gabungan antara kepemimpinan melayani dan pemberdayaan terhadap kinerja karyawan dalam konteks perbankan di Indonesia, studi ini bertujuan untuk mengisi kesenjangan pengetahuan tersebut. Untuk mencapai tujuan ini, data primer dikumpulkan melalui kuesioner yang dibagikan kepada 116 karyawan PT Bank Capital

Indonesia Tbk, dengan 100 responden yang dipilih melalui metode purposive sampling. Data primer yang diperoleh kemudian dianalisis menggunakan SPSS 26 untuk Windows. Uji validitas instrumen penelitian dilakukan dengan analisis faktor, sementara reliabilitas diukur menggunakan koefisien Cronbach's Alpha. Analisis regresi linier digunakan untuk menguji hipotesis yang telah dirumuskan. Hasil penelitian menunjukkan bahwa kepemimpinan melayani dan pemberdayaan karyawan memiliki pengaruh positif dan signifikan terhadap kinerja karyawan di PT Bank Capital Indonesia Tbk. Temuan ini dapat memberikan kontribusi yang signifikan dalam meningkatkan kinerja karyawan. Penelitian ini diharapkan dapat memberikan manfaat bagi akademisi dan praktisi di bidang kepemimpinan serta manajemen sumber daya manusia. Dengan menyoroti dampak positif dari kepemimpinan melayani dan pemberdayaan karyawan, hasil penelitian ini dapat dijadikan pertimbangan dalam menerapkan kepemimpinan melayani dan pemberdayaan guna meningkatkan kinerja karyawan. Dengan membangun budaya kepemimpinan melayani serta memberdayakan karyawan agar memiliki rasa kepemilikan terhadap pekerjaannya, organisasi dapat mengoptimalkan potensi penuh tenaga kerjanya dan mencapai keunggulan kompetitif yang berkelanjutan.

Kata kunci: servant leadership, empowerment, employee performance

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## INTRODUCTION

Employee performance is a crucial factor in determining the success of an organization. As emphasized by Dessler (2013), high employee performance directly contributes to increased productivity and the achievement of organizational goals. In this context, performance can be defined as the outcome or result achieved by an individual in carrying out their assigned tasks. According to the Indonesian Dictionary (KBBI), performance refers to a visible achievement or work capability. Meanwhile, Nurlaila (2010) views performance as the end result or output of a process. Similarly, Mangkunagara (2002) defines performance as the work output that meets standards in terms of both quality and quantity. In other words, performance encompasses not only the visible end result but also the process by which it is achieved. It is important to understand that employee performance is influenced by various factors, such as motivation, ability, work environment, and leadership. Therefore, organizations need to pay sufficient attention to employee performance in order to achieve their business objectives.

Employee performance is the result of a complex interplay of various factors. As highlighted by Robbins (2017), individual ability, motivation, and work environment are three primary components that mutually influence employee performance. Individual ability encompasses the knowledge, skills, and experience possessed by an employee. Motivation, on the other hand, is the internal drive that compels an individual to act. A conducive work environment also plays a crucial role in maximizing employee performance. Sedarmayanti (2017) adds that employee empowerment, through managerial support and job autonomy, can serve as a catalyst for enhancing individual motivation and performance. Empowerment fosters a greater sense of ownership and responsibility among employees for their work thereby encouraging them to make optimal contributions. Dessler (2017) enriches our

understanding by stating that, in addition to ability, motivation, and work environment, leadership style, employee empowerment, and rewards and recognition also have a significant impact on employee performance. Thus, it can be concluded that employee performance is the outcome of a dynamic interplay between various internal and external individual factors.

Leadership is one of the factors that influence performance (Dessler, 2017). According to the Indonesian Dictionary (KBBI), leadership is defined as the matter of a leader or the act of leading. Etymologically, the word "leadership" comes from the word "pimpin," which means to direct, to nurture, to manage, to guide, to show, or to influence. Greenleaf (1970) proposed one type of leadership known as servant leadership. Greenleaf suggested that servant leadership is a leadership style that prioritizes service to others. Greenleaf also argued that true leaders are those who serve others first and whose motivation is the desire to help others. Another perspective was presented by Poli (2011) who suggested that servant leadership is a reciprocal process between the leader and the followers. Servant leaders meet the needs of followers and help them discover and reach their highest potential. Meanwhile, Dessler (2017) argued that servant leadership is a leadership style focused on meeting the needs and improving the well-being of subordinates.

In addition to servant leadership, empowerment is a factor that influences employee performance (Sedarmayanti, 2017). According to Sedarmayanti, human resource empowerment is a process aimed at enhancing the abilities, self-confidence, authority, and responsibility of individuals within an organization. Sedarmayanti explains the concept of empowerment as an effort to improve the quality of human resources through individual change and development. Sedarmayanti also explains that empowerment is the key to creating human resources through individual change and development. According to Robbins (2016), empowerment involves placing employees in charge of their work. Thus, managers learn to stop controlling, and employees can learn to take responsibility for their work and make sound decisions. Meanwhile, Thomas and Velthouse (1990) argue that empowerment is a multifaceted concept that encompasses an individual's freedom to act and take responsibility for their actions. They emphasize the importance of four cognitions: meaning, competence, self-determination, and impact.

PT Bank Capital Indonesia, Tbk serves as the subject of this study. Bank Capital Indonesia is a company engaged in the business of conventional commercial banking, providing services such as savings and deposits, as well as disbursing loans including consumer loans, mortgage loans, vehicle loans, and business loans. One of the performance indicators in the banking industry is the non-performing loan (NPL) ratio. According to Bank Indonesia Regulation Number 15/2/PBI/2013 concerning the Determination of Status and Follow-up Supervision of Conventional Commercial Banks, one of the criteria for banks considered to have potential difficulties that threaten their business continuity is a net non-performing loan (NPL) ratio of more than 5% of total loans. The performance of PT Bank Capital Indonesia, Tbk for the period 2020-2022 is presented in the following table.

Table 1. Table of Revenue, Net Profit, and NPL Ratio of PT Bank Capital Indonesia, Tbk for the Period 2020-2022

Period	Revenue	Net Profit	NPL Ratio
2020	Rp361,46 billion	Rp61.41 billion	-
2021	Rp414,58 billion	Rp34,79 billion	40,152 %
2022	Rp508,62 billion	Rp32,13 billion	53,77 %

Source : Annual report PT Bank Capital Indonesia, Tbk for period 2020-2022

Based on Table 1, the revenue of PT Bank Capital Indonesia, Tbk during the period 2020-2022 experienced an increase, as did the NPL ratio. However, the net profit of Bank Capital

Indonesia decreased. The decline in profit and the high level of NPL ratio at Bank Capital Indonesia are suspected to be due to the suboptimal performance of Bank Capital Indonesia's employees, resulting in the company's inability to maximize profit and minimize non-performing loans during that period. Based on this data, the researcher is interested in conducting research on the performance of employees at PT Bank Capital Indonesia, Tbk. The results of previous research on the influence of servant leadership and empowerment variables on employee performance have shown varying results.

There is a gap in the literature or differences in the results of previous studies related to this research. Servant leadership has a positive and significant influence on employee performance, according to (Aryee et al., 2023; Sugiharto and Soliha, 2024). This contradicts the statement of (Setyaningrum and Pawar, 2020) who stated that servant leadership does not have a significant effect on employee performance.

(Andika and Darmanto, 2020; Gaskova, 2020; Anggranata and Rijanti, 2023) mentioned that empowerment has a positive and significant impact on employee performance. This is different from (Sarwar, et al., 2021) who stated that there is no significant influence between empowerment and employee performance.

This study takes the dependent variable, employee performance, and the independent variables, servant leadership and empowerment, based on the phenomenon of performance and various results of previous studies. This study aims to measure to what extent the application of servant leadership and employee empowerment in the banking sector, especially PT Bank Capital Indonesia, Tbk can improve employee productivity and innovation, and contribute to increasing market share.

## **2. LITEATURE REVIEW AND HYPOTHESIS DEVELOPMENT**

### **2.1. Literature Review**

#### **Servant Leadership**

Servant leadership is a leadership model introduced by Robert K. Greenleaf in 1970. Servant leadership is a leadership concept that emphasizes that a leader must have a desire to serve others before taking on a leadership role. According to Greenleaf, true leaders are those who first serve and help others, who are then motivated to lead by placing the needs of others as a top priority.

Spears (2022) suggests that there are ten primary characteristics of servant leadership

1. Listening
2. Empathy
3. Healing
4. Awareness
5. Persuasion
6. Conceptualization
7. Foresight
8. Commitment
9. To the growth people
10. Community building

Spears also argues that servant leadership helps organizations grow healthier and more productive by focusing on individual development and creating a positive work environment.

#### **Empowerment**

Empowerment is a concept and strategy in human resource management that focuses on employee involvement in the organization by giving employees responsibility and authority to plan, implement, and evaluate work plans. Blanchard (2001) explains that empowerment is one of the keys to creating effective and responsive organizations.

Velthouse (1970) suggested that there are four dimensions of empowerment:

1. Meaning
2. Competence
3. Self-determination
4. Impact

### **Employee Performance**

Employee performance is defined as the work results achieved by an employee in carrying out their duties over a specific period (Sedarmayanti, 2017). Performance encompasses not only the end result, but also the work processes and behaviors exhibited by the employee in achieving that result. A similar opinion was expressed by Hasibuan. Hasibuan (2016) stated that performance is the work outcome obtained by an individual based on skills, experience, and time.

Bernardine and Russel (1996) argued that there are six indicators that can be used to evaluate performance. Quality

1. Quantity
2. Timeliness
3. Cost effectiveness
4. Head of supervision
5. Interpersonal impact

## **2.2. Relationship between Variables and Hypothesis Development**

In this study, there are two independent variables, namely servant leadership and empowerment, and one dependent variable, employee performance. Independent variables are variables that influence the dependent variable. In this case, servant leadership and empowerment are considered to influence employee performance.

### **Relationship between Servant Leadership and Employee Performance**

"A good leader is one who serves first, rather than seeking power or personal gain" (Robert K. Greenleaf). Based on previous research conducted by (Gaskova,2020; Sarwar et al., 2021; and Sugiharto and Soliha, 2024), it has been established that servant leadership has a positive and significant impact on employee performance. Based on this previous research, the researcher proposes the first hypothesis.

**H1 : Servant leadership has a positive effect on employee performance.**

### **Relationship between Empowerment and Employee Performance**

Empowerment is about placing workers in charge of what they do. By doing so, employees can learn how to take responsibility for their work and make sound decisions (Robbins: 2006). Based on previous research conducted by (Suprpto and Widigdo,2021; Tampi et al., 2022; and Anggranata and Rijanti, 2023), it has been established that empowerment has a positive and significant impact on employee performance. Based on this

previous research, the researcher proposes the third hypothesis.

**H2 : Empowerment has a positive effect on employee performance.**

**3. RESEARCH METHOD**

This study focuses on all employees working at PT Bank Capital Indonesia, Tbk. To gather relevant data, 100 questionnaires were distributed to respondent with purposive sample. All of them were successfully collected and analyzed further. Factor analysis is used to evaluate the validity of the question items and reliability using Cronbach's Alpha. After being confirmed as valid and reliable, the quantitative data obtained was then processed using multiple linear regression analysis to test the proposed hypotheses.

**4. RESULTS AND DISCUSSION**

**4.1. Validity test**

The results of the validity test are presented in the following table.

Table 2. Validity Test Result

No	Variable	KMO	Item	Loading Factor	Explanation
1	Servant leadership (X1)	0.868	X1.1	0.582	Valid
			X1.2	0.577	Valid
			X1.3	0.503	Valid
			X1.4	0.572	Valid
			X1.5	0.787	Valid
			X1.6	0.578	Valid
			X1.7	0.604	Valid
			X1.8	0.728	Valid
			X1.9	0.518	Valid
			X1.10	0.554	Valid
			X1.11	0.625	Valid
			X1.12	0.615	Valid
			X1.13	0.646	Valid
			X1.14	0.659	Valid
			X1.15	0.806	Valid
			X1.16	0.707	Valid
			X1.17	0.859	Valid
			X1.18	0.607	Valid
			X1.19	0.629	Valid
			X1.20	0.557	Valid
2	Empowerment (X2)	0.754	X2.1	0.712	Valid
			X2.2	0.661	Valid
			X2.3	0.685	Valid
			X2.4	0.760	Valid
			X2.5	0.829	Valid
			X2.6	0.558	Valid
			X2.7	0.681	Valid
			X2.8	0.711	Valid
3	Employee performance (Y)	0.783	Y1	0.540	Valid
			Y2	0.575	Valid
			Y3	0.532	Valid
			Y4	0.546	Valid
			Y5	0.779	Valid
			Y6	0.771	Valid
			Y7	0.546	Valid
			Y8	0.773	Valid
			Y9	0.741	Valid
			Y10	0.673	Valid

		Y11	0.684	Valid
		Y12	0.806	Valid

Based on Table 2, the variable of servant leadership has a KMO value of 0.868, the variable of empowerment has a KMO value of 0.754, and the variable of employee performance has a KMO value of 0.783. All of these variables have KMO values greater than 0.50, as shown by the test results. This indicates that the sample size is adequate and factor analysis is feasible (Ghozali, 2018). According to Ghozali (2018), a valid instrument is one where the loading factor of each instrument of servant leadership (X1), empowerment (X2), and employee performance (Y) meets the criteria, namely a factor loading greater than 0.40.

**4.2. Reliability Test**

The results of the reliability test are presented in the following table.

Table 3 Reliability Test

No	Variable	Cronbach 's Alpha	Threshold	Explanation
	Servant leadership	0.923	0.7	Reliable
	Empowerment	0.752	0.7	Reliable
	Employee Performance	0.751	0.7	Reliable

Based on Table 3, the Cronbach's Alpha for each variable exceeds the standard value of 0.7, namely servant leadership  $0.923 > 0.7$ , empowerment  $0.752 > 0.7$ , and employee performance  $0.751 > 0.7$ . Therefore, it can be concluded from the results above that the questions for all variables are reliable.

**4.3. Multiple Linear Analysis Result**

The results of multiple linear regression are presented in the following table.

Table 4. Multiple Linear Analysis Result

Variable	Coefficient of Determination	Annova		Regression		Explanation
	(Adj. $R^2$ )	F	Sig.	Beta	Sig.	
	0.688	110.291	$< 0.001^b$			
Servant leadership on employee performance				0.042	$< 0.001$	Hypothesis accepted
Empowerment on employee performance				0.108	$< 0.001$	Hypothesis accepted

The independent variables of servant leadership (X1) and empowerment (X2) have an influence on the dependent variable, employee performance (Y). The analysis was conducted using multiple linear regression. The mathematical equation can be formulated as follows:

$$Y = b_1X_1 + b_2X_2$$

$$Y = 0.042X_1 + 0.108X_2$$

Based on the aforementioned equation, the following can be explained:

1. **Servant leadership on Employee Performance**  
The beta coefficient for servant leadership in relation to performance is found to be 0.042, with a significance level of less than 0.001, which is smaller than 0.05. Consequently, employee performance benefits significantly from servant leadership. This implies that employee performance will improve with the implementation of servant leadership.
2. **Empowerment on Employee Performance**  
The beta coefficient for empowerment in relation to performance is found to be 0.108, with a significance level of less than 0.001, which is also smaller than 0.05. Consequently, employee performance benefits significantly from empowerment. This suggests that employee performance will improve with the application of empowerment.

#### 4.4. Model Test

##### Coefficient on Determination ( $R^2$ )

The coefficient of determination is used to measure the extent to which the model explains the variation in the related variable. The value of the coefficient of determination ranges from 0 to 1. A coefficient of determination is considered reasonably good if its value exceeds 0.5. The larger the value of the coefficient of determination, the better the model's ability to explain the variation in the related variable.

Based on Table 6, it can be observed that the adjusted R-squared value is 0.688. This means that the variables of servant leadership and empowerment are able to explain 68.8% of employee performance, while the remaining 31.2% is explained by other variables outside the model being studied.

##### F-Measuring

To determine whether the model can be used to predict the simultaneous effects of independent variables on the dependent variable, an F-test is employed to ascertain whether the model's substructure is significant. As indicated in Table 6, the calculated F value is 110.291, with a significance value (sig) of less than 0.001, which is below the threshold of 0.05. This means that the model can be used, as the variables of servant leadership and empowerment have a joint effect on employee performance (Ghozali, 2018).

#### 4.5. Hypothesis Test

The t-test is used to examine the extent to which an independent variable individually affects the dependent variable (Ghozali, 2018). The criteria for the t-test at a significance level of 0.05 are as follows:

1. **Hypothesis 1: Servant Leadership Affects Employee Performance**  
Based on Table 6, it is noted that the significance value is  $< 0.001$ , which is less than 0.05, and the beta coefficient is 0.042. This indicates that servant leadership (X1) has a positive and significant effect on employee performance (Y). Therefore, the first hypothesis is accepted.
2. **Hypothesis 2: Empowerment Affects Employee Performance**  
According to Table 6, the significance value is also  $< 0.001$ , which is less than 0.05, and the beta coefficient is 0.108. This suggests that empowerment (X2) has a positive and significant effect on employee performance

(Y). Consequently, the second hypothesis is accepted.

#### **4.6. Discussion**

##### **The Influence of Servant Leadership on Employee Performance.**

The findings of this study indicate that servant leadership style is capable of improving employee performance, supporting the first hypothesis that servant leadership has a positive and significant influence on employee performance. Blanchard and Hodges (2003) argued that servant leadership involves a deep commitment to the growth of people and the development of community within their organizations, affirming that by serving others first, leaders can create an environment where everyone can thrive. They provide a framework for understanding servant leadership, highlighting its core leadership principles, that is empathy, listening, healing, awareness, persuasion, conceptualization, foresight, stewardship, commitment to people's growth, and building community. By prioritizing the needs of others, servant leaders foster a positive and supportive work environment that empowers employees to reach their full potential.

Furthermore, this study aligns with the findings of (Aryee et al., 2023), which also demonstrate that servant leadership has a positive impact on employee performance. In this context, servant leadership not only enhances motivation and job satisfaction but also contributes to increased productivity and collaboration among team members. Thus, the results of this research provide evidence for the importance of implementing servant leadership principles to foster a healthy and productive organizational culture.

##### **The Influence of Empowerment on Employee Performance.**

The second hypothesis, stating that empowerment has a positive and significant influence on employee performance, is supported by the findings. The results show that as the number of empowered employees increases, so does employee performance.

Clutterbuck (2010) suggests that empowerment is a way to tap into and enhance employee potential. He explains that organizations that empower their employees tend to be more successful because they can leverage the hidden talents and skills of each individual. Clutterbuck underscores the transformative power of empowerment, positing that it serves as a catalyst for unlocking the latent potential of employees. By delegating authority, providing autonomy, and fostering a supportive work environment, organizations can empower their workforce to take ownership of their work and contribute meaningfully to organizational goals. This increased sense of agency and purpose can lead to increased job satisfaction, improved morale, and enhanced creativity, ultimately driving organizational success.

These findings are consistent with (Alshemmari, 2023) research, which also found that empowerment has a positive and significant impact on employee performance. The study affirms that when employees are granted autonomy, support, and opportunities to contribute to decision-making, they are more likely to feel engaged and motivated to achieve better results. Thus, the findings of this research highlight the importance of implementing empowerment strategies to enhance overall organizational performance.

## **5. CONCLUSION, LIMITATION, SUGGESTION**

### **5.1. Conclusion**

The purpose of this research was to investigate the impact of servant leadership and empowerment on the performance of employees at PT Bank Capital Indonesia, Tbk. Based on the data analysis and discussion presented, the following conclusions can be drawn:

1. Servant leadership has a positive and significant influence on the performance of employees at PT Bank Capital Indonesia, Tbk. This implies that the implementation

of a leadership style that prioritizes the needs and interests of employees can enhance their motivation and productivity. In other words, when leaders focus on serving their teams, it creates a more supportive and collaborative work environment, thereby improving employee performance.

2. Empowerment has a positive and significant influence on the performance of employees at PT Bank Capital Indonesia, Tbk. This suggests that as employees are empowered through training, opportunities for decision-making, and managerial support, the higher their performance is likely to be. Empowerment not only boosts employees' self-confidence but also encourages them to contribute actively towards achieving organizational goals.

## **5.2. Limitation**

This research has several limitations that should be considered to provide a clearer context for the results and conclusions obtained.

1. This study was conducted only at PT Bank Capital Indonesia, Tbk, and thus the results may not be generalizable to other companies in the banking sector or different industries. The unique characteristics of the organizational culture and management structure at PT Bank Capital Indonesia may influence the relationship between servant leadership, empowerment, and employee performance.
2. This study employed a survey method, with data collected through questionnaires completed by employees. While this method is effective in obtaining firsthand perspectives from respondents, there is a possibility of respondent bias, such as the desire to provide socially desirable answers or those that align with management expectations. This can affect the validity of the collected data.
3. The timing of the research also serves as a limiting factor. The study was conducted over a specific period, and thus it does not account for potential changes in leadership styles or empowerment policies in the future. Such changes could significantly impact employee performance.
4. This study did not explore other external factors that may influence employee performance, such as macroeconomic conditions, government policies, or market dynamics. Therefore, while this study provides valuable insights into the impact of servant leadership and empowerment on employee performance, the results should be considered within the context of these limitations.

By understanding these limitations, it is hoped that readers can assess the research results more critically and consider the implications of the findings in a broader context.

## **5.3. Suggestion**

Based on the findings of this research, several recommendations can be made for PT Bank Capital Indonesia, Tbk.

1. PT Bank Capital Indonesia, Tbk is advised to develop a program that fosters employee involvement in decision-making and provides training to enhance their skills and confidence. Through surveys and discussions, the bank can identify employees' personal values and find ways to align them with the company's vision and mission. By doing so, employees will feel a greater sense of ownership and contribute more meaningfully to the organization's goals.
2. PT Bank Capital Indonesia should implement a specialized training program on

servant leadership for its leaders and managers. This training aims to enhance their awareness of the importance of serving employees, particularly in stressful or burnout-prone situations. Through a servant leadership approach, leaders can better understand the needs and challenges faced by their employees, enabling them to provide more effective support.

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