

Employee Perceptions, Servant Leadership, Influence on Performance Which is Moderated by Occupational Health and Safety



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ABSTRACT: This research aims to determine the influence of employee perceptions and servant leadership on employee performance by implementing and monitoring of occupational health and safety as a moderating variable. The data collection method uses random sampling. The total data was 72 respondents taken through a questionnaire using the partial least squares (PLS) data analysis method. Based on statistical tests, the research results show that thinking patterns do not have a significant effect on employee performance, while servant leadership has a positive effect on employee performance. The implementation of occupational health and safety has a positive effect on employee performance. The implementation of occupational health and safety is moderation weakens the negative and insignificant impact on employee performance. Meanwhile, occupational health and safety moderation weakens employee performance ethics in a negative and insignificant way.

KEYWORDS: employee perceptions, servant leadership, employee performance

INTRODUCTION

Employee performance in an organization is a very important factor for a company, because the company's success in achieving its goals is greatly influenced by optimal employee performance. To get good performance results for a company, of course it must be supported and influenced by the actions of the human resource management (HRM) role of the company or organization. The most basic strategic HRM perspective is the assumption that the success of a company's performance is influenced by the actions and roles of human resource management owned by the company or organization.

Every organization in the company always has a goal and wants success in its business. For an organization, whether government or private, to achieve its goals, it must use means in the form of an organization driven by a group of people who play an active role as actors in efforts to achieve the goals of the company or organization (Dessler, 2016). Without good abilities from employees, the goals set will never be achieved. This can happen because many employees do not put maximum effort into their work, so that the targets set by the company are not achieved as a result of employee performance that is not optimal.

Performance comes from the words job performance or actual performance, which means work performance or actual achievements achieved by someone. The definition of performance (work achievement) is the quality and quantity of work results achieved by an employee in carrying out his functions in accordance with the responsibilities given to him Boxal and Purcell (2016).

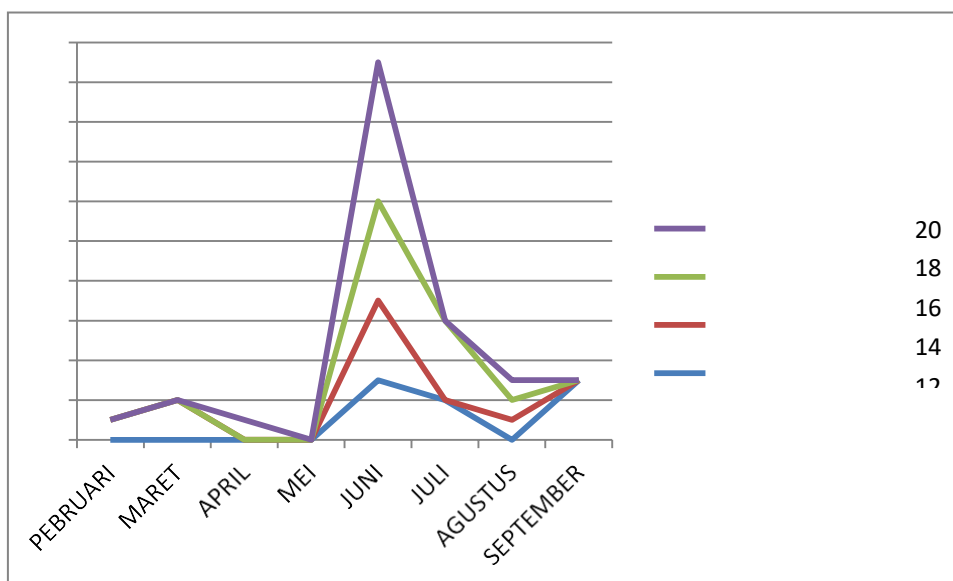
Employee perceptions is the way a person chooses to use his abilities (Jiang et al, 2018). Meanwhile, Tripathy (2020) define thinking as a process of drawing conclusions (Thinking is an inferring process). Thinking is the process of drawing conclusions from problems that are understood and then being able to find a solution to the problem, resulting in new conclusions and findings. Of course, drawing conclusions in this thinking process is influenced by engineering and manipulation of data and/or understandings stored in a person's long-term memory (Tripathy, 2018).

Leaders with their leadership play a strategic and decisive role in running the wheels of an organization, determining the performance of an institution and even determining the death or ups and downs of the life of a nation and state. It is a necessity that cannot be thrown away or ignored (sine qua non) in the life of an organization or a nation in achieving predetermined goals. The good or bad condition of an organization, nation and state is largely determined by the quality of its leaders and the leadership they exercise (Rabiul et al, 2022)

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Occupational safety is defined as an idea or effort to ensure the physical and spiritual integrity and perfection of workers in particular and humans in general as well as their work and culture. According to Niciejewska&Kiriliuk (2020) occupational safety is the science and application related to machines, tools, materials and work processes to ensure the safety of workers and all production assets to avoid accidents work or other losses. Work safety is an effort to take security measures in the production process, ensuring that everyone in the workplace is always in a safe condition. Work safety can help increase production (Kritic&Radenovic,2022;Oktavianus&Nugroho,2021). The issue of work safety is an important thing, therefore with a safe, calm and peaceful work environment, the people who work will be enthusiastic and can work well so that their work results are satisfactory. .

Based on observations and surveys in the field of several employees in the company, especially in the manufacture company, a performance assessment was carried out through attendance from February to September 2023. From the results of the survey, almost the majority of employees criticized the work system in the company due to the lack of holiday facilities provided by the company, resulting in employees not coming to work on certain days. From the explanation above it can be shown through the data below;



Graph 1: Attendance Table

The above phenomenon can be concluded as the level of employee awareness and lack of employee discipline towards the company, resulting in maximum work results and resulting in it not being in line with the company's goals. With incidents like this, the company is committed to providing employees with optimal work results. The graph above shows that the level of absenteeism each month does not meet the company's expectations and can mean that there are certain factors that cause the company's goals to not be achieved.

Based on this background or problem, this research was conducted because within the company there were many errors in their work in terms of communication and employee performance.

The problem formulation is as follows; does thinking style have a positive and significant effect on performance, does servant leadership have a positive and significant effect on performance, does implementation of occupational health and safety have a positive effect and significant impact on performance, is occupational health and safety moderation able to strengthen or weaken the influence of employee perception on performance, is implementation of occupational and health moderation able to strengthen or weaken the influence of servant leadership on performance.

LITERATURE REVIEW AND HYPOTHESIS

The Influence of Employee Perceptions on Employee Performance

Dessler (2009) argues: Employee performance (work achievement) is the employee's actual achievement compared to the employee's expected achievement. The expected work performance is a standard performance that is prepared as a reference so that you can see the employee's performance according to their position compared to the standards created. Apart from that,

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you can also see the employee's performance against other employees.

This is also supported by empirical research conducted by Wang et al, (2020), Styven et al, (2021). So the first hypothesis shows a significant influence of thinking style on employee performance. **H1:** Employee perception influences employee performance.

The Influence of Servant Leadership on Employee Performance

Servant leadership has advantages because the relationship between leaders and followers is oriented towards serving with spiritual moral standards. Servant leaders have a responsibility to serve the interests of followers so that they become more prosperous, whereas followers have full commitment in working to achieve organizational goals and the leader's success. Servant leadership can be applied to all professional fields, organizations, institutions, companies (business) and government because service is universal.

This is also supported by empirical research conducted by Aryee et al, (2023). So the second hypothesis shows a significant influence of servant leadership on employee performance. **H2:** Servant leadership influences employee performance.

The Influence of Implementation of Occupational Health and Safety on Employee Performance

Work safety is a series of efforts to create a safe and peaceful work atmosphere for employees who work at the company concerned. Based on the opinions of the experts above regarding work safety, the author can conclude that work safety is an effort by a company to create a safe and peaceful working atmosphere for employees who work in the company, as well as efforts to prevent dangers that could threaten employee safety when working.

This is also supported by empirical research conducted by Kristic&Radenovic (2022). So the third hypothesis shows a significant influence of occupational health and safety on employee performance. **H3:** Occupational health and safety influences employee performance.

Occupational Health and Safety Moderation Can Strengthen the Influence of Employee Perception on Employee Performance.

Occupational safety is an idea and effort to ensure the physical and spiritual integrity and perfection of the workforce in particular, and humans in general, the results of work and culture towards a just and prosperous society.

This is also supported by empirical research conducted by Erdil (2022). So the fourth hypothesis shows that occupational health and safety is able to strengthen the influence of thinking style on employee performance. **H4:** Occupational health and safety moderation can strengthen the influence of employee perceptions on employee performance.

Is Occupational Health and Safety Moderation Able to Strengthen the Influence of Servant Leadership on Employee Performance

Work safety is a physiological-physical and psychological condition of workers caused by the work environment provided by the company. Occupational safety refers to the protection of a person's physical well-being against work-related injuries.

Servant leaders are service-oriented, not seeking praise or self-respect. The attitude of service is primarily aimed at those who need service the most. It must side with those who socio-economically, educationally and socio-culturally need greater services. True service is driven by love, not to seek popularity or gain certain rewards. True service is the fruit of love. In the era of regional autonomy, each region tries to fight for an increase in its regional budget. The fifth hypothesis shows that occupational health and safety is able to strengthen the influence of servant leadership on employee performance. **H5:** Occupational health and safety moderation can strengthen the influence of servant leadership on employee performance.

RESEARCH METHODS

Types of Research and Research Locations

This research uses a causal quantitative research design. The subjects of this research were employees of technical and mechanical PT Mitshubisi Tiga Berlian because the company experienced many employees whose performance decreased due to lack of discipline at work which could result in decreased company productivity.

The object of this research is employee perceptions and servant leadership on employee performance moderated by implementation occupational health and safety at PT Mitshubisi Tiga Berlian Forward.

Population and Sample

Population is a generalized area consisting of objects/subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn. The population in this study was 72, namely all employees of technical and mechanical division PT Mitshubisi Tiga Berlian.

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A sample is a small portion of a population taken based on certain procedures so that this portion can represent the population.

Based on the population above, samples were taken using a saturated sampling technique, which is a sampling technique where all members the population is used as a sample. From this sampling technique, the number of sample members is 72 employees, namely all employees of technical and mechanical division of PT Mitshubishi Tiga Berlian.

Data Types and Sources

The type of data used in this research is quantitative data, while the sources for data include;

1. Primary data

Primary data is data obtained directly from the object under study, either from individual objects (respondents) or from an agency that deliberately collects data from other agencies or bodies for user research purposes." The primary data in this research are respondents' responses which contain their opinions or assessments of employee perceptions, servant leadership and occupational helath and safety which influence the performance of employees.

2. Secondary Data

Secondary data is a data source that does not provide information directly to the data collector. This secondary data source can be the result of further processing of primary data presented in another form or from other people. Secondary data in this research was obtained from PT Mitshubishi Motor documentation, namely attendance, journals, books, previous research.

Method of collecting data

The data collection methods used in this research are:

1. Field Research

a. Observation

Namely collecting data through direct observation of research objects to find out the real situation.

b. Questionnaire

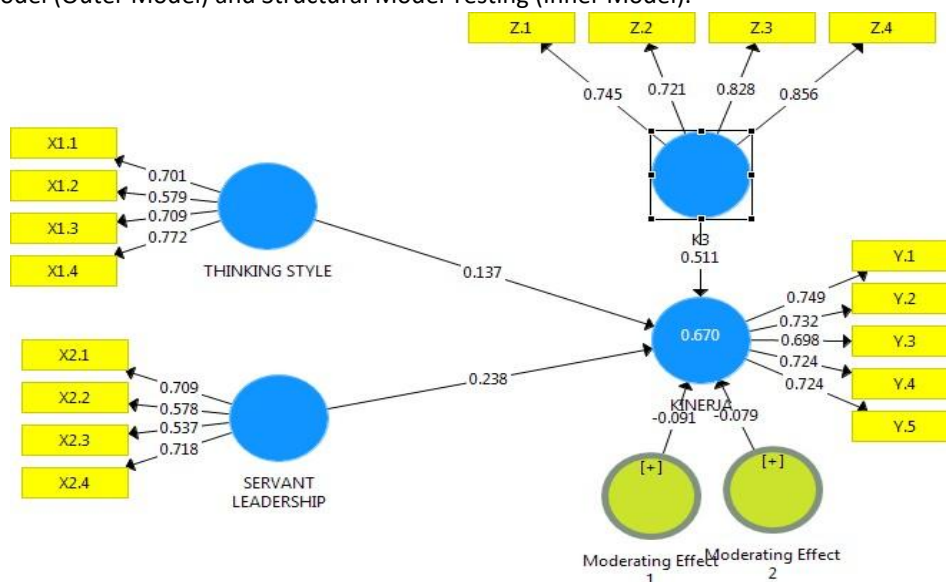
Namely providing a questionnaire with a list of questions that have been prepared systematically and are easy to understand and are closed, meaning that the answers to the questions have been provided in advance and respondents are not given the opportunity to provide other answers.

2. Literature review

Collecting information data and relevant theories from literature, newspapers and previous research journals to support analysis and problem solving.

Data analysis method

Data analysis is an activity after data from all respondents has been collected. Activities in data analysis are grouping data based on variables and type of respondent, presenting data from each variable studied, carrying out calculations to answer the problem formulation, and carrying out calculations to test the hypothesis. The data analysis method uses Structural Equation Modeling Partial Least Square (SEM-PLS) using software SmartPLS version 3. The PLS calculation stages use 2 models, namely the Measurement Model (Outer Model) and Structural Model Testing (Inner Model).



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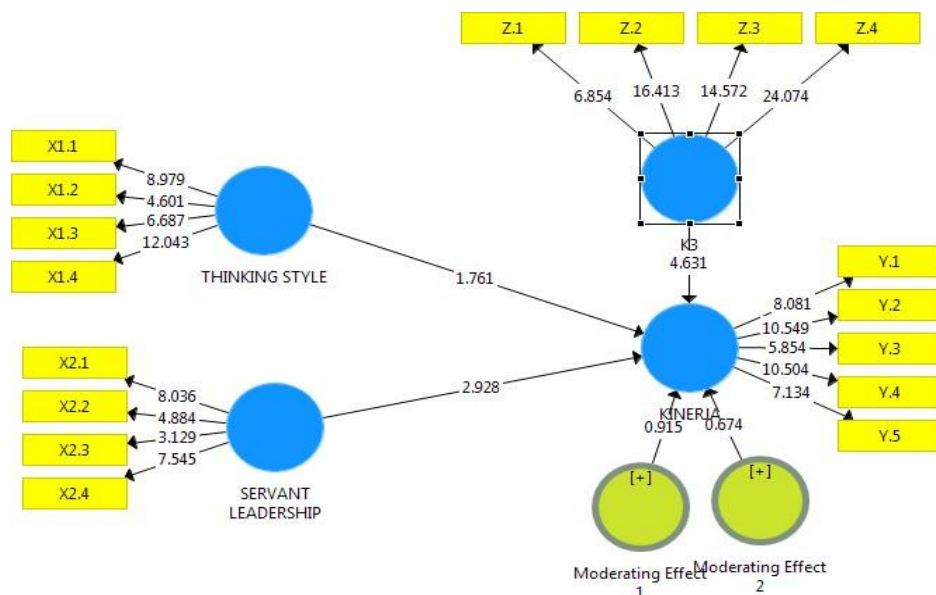


Figure 1. Partial Least Squares Regression Modeling

Measurement Model (Outer Model) Validity Test

Outer model is the relationship between the indicator and the construct. The initial evaluation or testing of model measurements is reflective, namely with convergent validity. Evaluation of convergent validity begins by looking at the item reliability (validity indicator) which is indicated by the loading factor value. A loading factor value of less than 0.5 will be eliminated in the model and if the loading factor value is more than 0.5 then it has good validity. For research in the initial stages of developing a measurement scale, a loading value of 0.5 to 0.60 is considered sufficient. The loading factor significance test can be carried out with the t statistic or p value, if the t statistic value is more than 1.96 and the p value < 0.05 then it has significant validity.

Reliability Test

A reliable instrument is an instrument that, when used several times to measure the same object, will produce the same data. Reliability tests were carried out on the outer model;

a. Composite Reliability

Data that has composite reliability > 0.7 has high reliability.

b. Cronbach Alpha

The reliability test is strengthened with Cronbach Alpha. Expected value > 0.7 for all constructs.

c. Average Variance Extracted (AVE) Expected AVE value > 0.5 .

Structural Model Testing (Inner Model)

Inner model analysis is carried out to ensure that the structural model built is robust and accurate. Evaluation of the inner model can be seen from several indicators including:

Hypothesis test

This test includes the significance value of each path coefficient which states that there is an influence (significant) or no influence (non-significant) between constructs. Structural model testing is used to test hypotheses between research variables which can be seen from the P value and T statistic. If the T statistic value is > 1.96 then the effect is significant or if the P value < 0.05 the effect is significant.

Coefficient of determination (R²)

In essence, it measures how far the model's ability is to explain variations in the dependent variable. The coefficient of determination value is between zero and one. Then R² will definitely increase no matter whether that variable has a significant effect on the dependent variable.

So many researchers recommend using the adjusted R² value when evaluating which regression model is best.

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RESULT AND DISCUSSION

Outer Measurement Model Validity Test Model

An indicator is declared valid if it has an outer loading > 0.5. The outer loading value is the correlation between the indicator and the construct. The higher the correlation, the higher the level of validity and also shows a better level of validity. See table 1 below:

Table 1. Outer Loading

	Original Samples	Samples Mean	Standard Deviation	Q Statistics	P Values
SERVANT LEADERSHIP*OHS <- Moderating Effect 1	1,171	1,160	0.128	9,144	0,000
EMPLOYEE PERCEPTION*OHS<- Moderating Effect 1	1,323	1311	0133	9947	0,000
X1.1 <- EMPLOYEE PERCEPTION	0.701	0701	0078	8979	0000
X1.2 <- EMPLOYEE PERCEPTION	0.579	0562	0126	4601	0000
X1.3 <- EMPLOYEE PERCEPTION	0.709	0688	0106	6687	0000
X1.4 <- EMPLOYEE PERCEPTION	0.772	0767	0064	12043	0000
X2.1 <- SERVANT LEADERSHIP	0.709	0704	0088	8036	0000
X2.2 <- SERVANT LEADERSHIP	0.578	0570	0118	484	0000
X2.3 <- SERVANT LEADERSHIP	0.537	0505	0172	3129	0002
X2.4 <- SERVANT LEADERSHIP	0.718	0709	0095	7545	0000
Y.1 <- PERFORMANCE	0749	0745	0093	8081	0000
Y.2 <- PERFORMANCE	0732	0728	0069	10549	0000
Y.3 <- PERFORMANCE	0698	0683	0119	5854	0000
Y.4 <- PERFORMANCE	0724	0721	0069	10504	0000
Y.5 <- PERFORMANCE	0724	0716	0102	7134	0000
Z.1 <- O H S	0745	0728	0109	6854	0000
Z.2 <- O H S	0721	0725	0044	16413	0000
Z.3 <- O H S					
Z.4 <- O H S					

Source: Data processed by SEM-PLS 3 (2024)

An indicator is declared valid if it has a loading factor above 0.5 on the targeted construct. The table above shows that all loading factor values above 0.5 are therefore valid.

Reliability Test

The next analysis of convergent validity is construct reliability by paying attention to the Composite Reliability (CR), Cronbach's Alpha (CA) and Average Variance Extracted (AVE) values. The Composite Reliability (CR), Cronbach's Alpha (CA) and Average Variance Extracted (AVE) values can be seen in the table below:

Table 2. Composite Reliability

	Composite Reability	Cronbach's Alpha	AVE
EMPLOYEE PERCEPTION	0786	0745	0582
SERVANT LEADERSHIP	0732	0721	0510
Moderating Effect 1	1000	1000	1000
Moderating Effect 2	1000	1000	1000
PERFORMANCE	0848	0776	0527
O H S	0868	0798	0624

Source: Data processed by SEM-PLS 3 (2024)

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Table 2 above shows that the composite reliability value for all constructs is above 0.7, which indicates that all constructs in the estimated model meet the discriminant validity criteria. The highest composite reliability value is 0.868 for the occupational health and safety (OHS) construct. Thus the results of the Composite Reliability test are reliable.

Table 2 above shows that the recommended value is above 0.6 and the table above shows that the Cronbach's Alpha value for all constructs is above 0.6. The highest value is 0.798 OHS.

The table above provides AVE values above 0.5 for all constructs contained in the research model. The highest AVE value is 0.624 in the OHS construct.

Structural Model Testing (Inner Model) Hypothesis Testing

To prove the hypothesis, the test is based on the values in the Path Coefficients table as in table 3 below:

Table 3. Path Coefficients

	Originalsam ples	SamplesM ean	StandardDe viation	Q Statistics	P Values
EMPLOYEE PERCEPTIONS -> PERFORMANCE	0137	0154	0078	1761	0079
SERVANT LEADERSHIP -> PERFORMANCE	0238	0222	0081	2928	0004
Moderating Effect 2 -> PERFORMANCE	-0079	-0043	0117	0674	0501
Moderating Effect 1 -> PERFORMANCE	-0091	-0116	0100	0915	0361
O H S -> PERFORMANCE	0511	0497	0110	4631	0000

Source: Data processed by SEM-PLS 3 (2024)

Proving Hypothesis 1: The Influence of Employee Perceptions on Employee Performance

The table above produces the Original Sample value = 0.137 T Statistics = 1.761 < 1.96 P Value = 0.079. This shows that the relationship between employee perceptions and employee performance is not significant. Thus this research was rejected. This shows that internal communication between fellow employees cannot influence the improvement of employee performance. This research is accordance conduct by Duran (2018).

Proving Hypothesis 2: The Effect of Servant Leadership on Employee Performance

The table above produces an Original Sample value = 0.238 T Statistics = 2.928 > 1.96 P Value = 0.004, this shows that the relationship between servant leadership and employee performance is significant. Thus, this research is accepted in accordance with previous research conducted by Canaveshi&Minelli (2022).

Proving Hypothesis 3: The Effect of Occupational Health and Safety(OHS) on Employee Performance

The table above produces an Original Sample value = 0.511 T Statistics = 4,631 > 1.96 P Value = 0.001, this shows that the relationship between occupational health and safety and employee performance is significant. thus this research is accepted. In accordance with previous research conducted by Oktavianus&Nugroho (2021).

Proving Hypothesis 4: Does Occupational Health and Safety(OHS) Moderation significantly influence Employee Perceptions on Employee Performance

The table above produces an Original Sample value = -0.116 T Statistics = 0.915 < 1.96 P Value = 0.361 This shows that work discipline moderation has an insignificant influence on the influence of employee perceptions on employee performance, namely with a negative and insignificant result value. Thus, this research hypothesis is rejected. This shows that the implementation of occupational health and safety does not affect performance improvement.

Proving Hypothesis 5: Does Occupational Health and Safety(OHS) Moderation significantly influence Servant Leadership on Employee Performance

The table above produces an Original Sample value = -0.079 T Statistics = 0.674 < 1.96 P Value = 0.501, this shows that servant leadership's occupational health and safety moderation is not significant on employee performance, namely with negative and insignificant results. Thus, this research hypothesis is rejected. This shows that occupational health and safety actually makes employees feel uncomfortable because it could be the level of risk that the employee or employees have to bear.

Coefficient of Determination

In accordance with the measurement model of the influence of thinking style and servant leadership on employee

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performance with occupational health and safety as a moderating variable, it can be seen in table 4 below:

Table 4. R Square

	Original samples
EMPLOYEE PERFORMANCE	0.670

Source: Data Processed SEM-PLS 3 (2024)

Based on the table above, it is known that the employee performance construct value (y) = 0.670. This means that the influence of employee perceptions (X_1) and servant leadership (X_2) on employee performance (Y) is 67.0% while the remaining 33.0% is influenced by other factors not examined in this research.

CONCLUSION

Conclusion

Based on the results of the analysis carried out in this research, the following conclusions were obtained;

- The results of testing the first hypothesis found empirical evidence that employee perceptions has a positive and insignificant effect on employee performance. This shows that the first hypothesis is rejected. Thus, employee perceptions cannot improve employee performance.
- The results of testing the second hypothesis found that servant leadership had a positive and significant effect on employee performance. This shows that the second hypothesis is accepted, thus servant leadership can influence a person's performance so that it can create good productivity for the company.
- The results of testing the third hypothesis found that occupational health and safety had a positive and significant effect on employee performance. This shows that the third hypothesis is accepted, so occupational health and safety can influence employee performance so that they can become more active in improving their performance.
- The results of testing the fourth hypothesis found that occupational health and safety moderation was able to negatively and insignificantly weaken employee performance. This shows that the fourth hypothesis is rejected.
- The results of testing the fifth hypothesis found that occupational health and safety moderation weakens the influence of servant leadership on employee performance negatively and is not significant on employee performance. This shows that the fifth hypothesis

Recommendation

- Suggestions from the research results for future researchers are to add other moderating variables that can increase the influence of the independent variable in influencing the dependent variable.
- To continue to build good teamwork between fellow employees and improve more effective communication.

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