



# The Effect of Servant Leadership, Team Member Exchange (TMX), Organizational Culture on Employee Performance of PT Technicron Kota Batam with Job Satisfaction as an Intervening Variable

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**ABSTRACT:** The purpose of this study was to determine the influence of Servant Leadership, Team Member Exchange (TMX), and Organizational Culture on Employee Performance at PT Technicron Kota Batam with Job Satisfaction as an Intervening Variable, using saturated sampling techniques with a sample size of 102 respondents who were employees of PT Technicron and data collection methods by distributing questionnaires. Data quality testing in this study used validity and reliability tests, normality tests and influence tests in this study used multiple linear regression analysis and coefficient of determination analysis, while hypothesis testing in this study used SEM-AMOS software version 21. The results of this study Servant Leadership has a positive and insignificant effect on Employee Job Satisfaction; Servant Leadership has a positive and significant effect on Employee Performance; Team Member Exchange (TMX) has a positive and significant effect on Employee Job Satisfaction; Team Member Exchange (TMX) has a negative and insignificant effect on Employee Performance; Organizational Culture has a negative and significant effect on Employee Job Satisfaction; Organizational Culture has a positive and insignificant effect on Employee Performance; Job Satisfaction has a positive and insignificant effect on Employee Performance at PT Technicron Batam.

**KEYWORDS:** Servant Leadership, Team Member Exchange (TMX), Organizational Culture, Job Satisfaction, Performance.

## I. INTRODUCTION

The company is an organization in which there is a group of people working to do activity business by mission, vision and goals. The most crucial goal obtains profit (profit) for realising

welfare holder shares. Companies operate in need of capital, machinery, technology, and human resources. A company's success in achieving its goals depends on human resources (Suhardi, 2018a).

Organizational resources that play an important role in realizing the organization's goals include human resources (Suhardi, 2018b). Human resources are a vital factor in driving the implementation of all activities by utilizing creativity and abilities to realize the company's goals. Generally, the success of a company is seen through its ability to manage its human resources, if employee performance declines, the company's performance will also be affected. If employees are not motivated, these employees will be lazy to work, often absent it will hinder the work process, and many other jobs will be delayed (Koronios et al., 2018).

Employees who perform highly are highly expected company, because the more the amount high-performing employees high, will improve company performance and help the company endure in the competition. Performance can improve with competencies possessed, compensation given and motivation work, Servant Leadership, culture organization as well as Team Member Exchange (TMX), and factors (Farh et al., 2017), on the other hand, if performance employee low Can impact on company performance in a way overall will decrease so that company No capable compete with other competitors. So, from the matter said, the company must notice various factors like culture organization, Servant Leadership, Team Member exchange (TMX) and satisfaction work for performance employees become maximum and capable help the company compete with competitors.

There are a few problems faced by PT Technicron-related performance employees. First



seen from PT Technicron complaint data in Table 1.

**Table 1** Absence Data, Production PT Technicron Employees Period April 2024 – September 2024

No	Month	Production			Office	
		Absence	Reject	Fail	Absence	Per mission
1	March	6	7	0	2	
2	April	5	6	2	1	1
3	May	7	9	3	2	2
4	June	7	12	5	0	2
5	July	6	11	4	1	2
6	August	6	10	4	2	1
7	Sept	5	9	4	1	3

Source: PT Technicron, 2024

Table 1 shows the level of absence of employee influence results in production obtained. The highest number of absences in May and June 2024 was 7 people, which affected the results production that is experiencing reject 12 and failed production of as many as 5 units.

There are various factors that influence the performance of employees for example culture organization and team member exchange. This is a challenge faced by every company in increasing performance Employees with notice various things that influence it.

Employee Work needs to be motivated by leadership, so that style of leadership can also influence the performance of employees (Ankli & Palliam, 2016), there are several styles of leadership, including democratic, delegative, transformational, servant leadership, and others.

PT Technicron Employees feel existence a form of dissatisfaction with the treatment given to leadership, which means there is chosen love and not fair in helping employees, who are Details seen in the results survey predecessor of Table 2 below.

**Table 2** Survey Results Satisfaction PT Technicron Compensation

No	Question	Satisfied	Neutral	Not satisfied
1	How do you respond to the compensation given by PT Technicron?	9	10	11
2	Is the compensation given by PT Technicron by expectations?	9	10	11

Source: Researcher, 2024

Based on Table 2 results survey, the composition No satisfied bigger than those who feel satisfied. In addition, the company needs notice factor Team Member Exchange (TMX). Team Member Exchange (TMX) is the contribution of

individuals who exceed the guidance role in place work and are given awards based on the results of their performance individual. Team Member Exchange (TMX) involves several behaviours, behaviour helping others, being volunteering for tasks, obedient to rules and procedures in place work. Behaviours This describes Mark plus an employee. Facts show that an organization that has employees who have Good Team Member Exchange (TMX). will own more performance Goods from other (Farh et al., 2017) organizations.

The company that became the object study is PT Technicron, one of them company steel plate lathe, domiciled in the Tunas Industri Estate area, Block 2 D, Batam Centre, Batam, Indonesia, established in 2008, products served is ordered from Starting from Bolts, Steel Plates, and accessories machine other.

## II. LITERATURE

### 1. Servant Leadership

Servant Leadership Theory is often used by researchers adopted from Greenleaf's (1977) view (Rahayani, 2016) as one of the pioneers of the new revolution in leadership thinking that defines Servant Leadership as a form of charismatic leadership that is influenced by morals, the focus is on the development and empowerment of followers to encourage followers to become Servant Leadership too, which has the characteristics of humility, relational power, autonomy, moral development of followers and emulation of leader's service orientation (Yeadon-Lee, 2016).

According to Ozbek, (2019), servant leadership is leadership that serves not as a management technique, but as a way of life, which begins with a person's feeling of wanting to serve first, then aims to lead, where the emphasis of servant leadership behaviour focuses on developing followers, and does not emphasize the glorification of the leader.

The indicators of servant leadership in this study use the (Aisyah et al., 2022) following views: a) Emotional healing, b) Empowerment, c) Helping subordinates grow and succeed, d) Prioritizing subordinates, e) Creating value for the community, f) Having conceptual skills, g) Behaving ethically.

### 2. Team Member Exchange (TMX)

Draft Team Member Exchange (TMX) was developed by (Suhardi; Nainggolan, Nora, 2021) aiming to measure the level of knowledge, skills, and exchange of ideas and information so that There is a confession of colleagues' Work with an emphasis on important interaction social between a member in



the organization as a method for reach effectiveness organization. Six years later, Seers et al. (1995) defined Team Member Exchange (TMX) as the perception member to the quality reciprocal relationship between fellow members in a team in connection with contribution and assistance to member others, which in the end member team will accept help, information as well as a confession from member team others. Focus Team Member Exchange (TMX) is the quality connection between individuals in teamwork that emphasizes the assistance of ideas, information, and feedback come back to problems the work faced colleague Work (Baker, 2017).

Indicator Team Member Exchange (TMX) uses views (Oh & Jang, 2020), are a) Meeting, b) Exchange, c) Cohesion

### 3. Organizational Culture

Organizational/corporate culture is the values that are the basis for human resources in carrying out their obligations and behaviour within the organization (Supriyadi, 2019). (Maharani & Suhardi, 2020) defines organizational culture as the values that are the basis for human resources in carrying out their obligations and behaviour within the organization. Furthermore, Rudiantoro, (2017) says that organizational culture is a set of value systems (values), beliefs, assumptions, or norms that have long been in effect, agreed upon and followed by members as guidelines for behaviour and solving organizational problems.

Meanwhile, according to Rosita, (2019) organizational culture, it is the basic philosophy of the organization which contains shared beliefs, norms and values which are characteristics of how to do things in the organization.

Based on the various opinions of the experts above, it can be concluded that organizational culture is a tool or system that contains values that must be agreed upon by its members and these members are required to carry them out.

The indicators of organizational culture in this study refer to the views (Budiyanto & Mochklas, 2020), are a) Innovative in calculating risks, b) Pay attention to problems in carrying out work, c) Oriented towards achieving results, d) Oriented towards employee interests, e) Aggressive in working, f) Maintaining and safeguarding work stability.

### 4. Job Satisfaction

Anam & Rahardja, (2017) Job satisfaction is a feeling related to one's work in various aspects,

such as wages or salary received, career development opportunities, relationships with other employees, relationships with superiors, work environment, job placement, type of work, organizational structure, and quality of supervision.

Deanira Maharani Edlyn Khurotul Aini, (2019) stated that job satisfaction refers to a person's attitude and feelings towards his/her job. If the person shows a positive attitude, then it can be said that the person is satisfied with his/her job and vice versa. Job satisfaction is a person's emotional response to the work situation and conditions (Suhardi; Yunita, 2018) is the way a worker feels about his/her job, which is a generalization of attitudes towards his/her job based on various aspects of his/her job.

Another opinion put forward (Zain & Yuliana, 2017) defines job satisfaction which includes cognitive, affective and evaluative reactions or attitudes and states that job satisfaction is a happy emotional state or positive emotion which comes from the assessment of a person's work or work experience.

According to Adrias; and Suhardi, (2021) job satisfaction is a collection of employee feelings towards their work, whether happy/like or not happy/disliked as a result of employee interaction with their work environment or as a result of employee assessment of their work. The impact of employee job satisfaction on the company, namely: Satisfied employees tend to work more productively, tend to stay longer, tend to create a pleasant mood, and tend to have good work results.

Based on the views of these experts, it can be concluded that job satisfaction is an attitude of an employee that describes a positive attitude (feeling happy) or negative (not happy) because of the person's assessment of their work.

Indicators in this study, researchers use the perspective (Abror et al., 2019), are a) Attitude towards work, b) Opportunity to advance, c) Perception of supervision, and d) Perception of co-workers.

### 5. Employee performance

According to Sutarman et al., (2023), the term performance originates from job performance or actual performance as performance Work or actual achievements achieved by somebody. The same opinion was also expressed by Otoo et al., (2022) that the term performance originates from the word job performance or actual performance (achievement) Work or performance is what is achieved by someone) namely, results work in terms of quality and quantity achieved by an employee in



carrying out his job by not quite enough the answer given to him.

Performance in carrying out its functions does not stand alone but is related to job satisfaction and reward levels, influenced by individual skills, abilities and traits. Therefore, according to the partner-lawyer model Wardani & Mujanah, (2023), individual performance is influenced by factors; 1) expectations regarding rewards; 2) motivation; 3) ability; needs and traits; 4) perception of tasks; 5) internal and external rewards; 6) perception of reward levels and job satisfaction.

Gautam & Gautam, (2022) states that performance is a work result achieved by a person in carrying out the tasks assigned to him which is suggested by his skills, experience, and sincerity as

well as time. In other words, performance is a work result achieved by a person in carrying out the tasks given to him by the established criteria.

Based on the views of these experts, it can be concluded that employee performance is the level of success of an employee/group of people in carrying out tasks/activities assigned to them in accordance with their responsibilities and the expected results.

Employee performance indicators in this study refer to the views (Soelistya et al., 2023): a) Achievement, b) Discipline, c) Creativity, d) Cooperation, e) Skills, f) Responsibility.

Framework conceptual study This can researcher seen in Figure 1. Below.

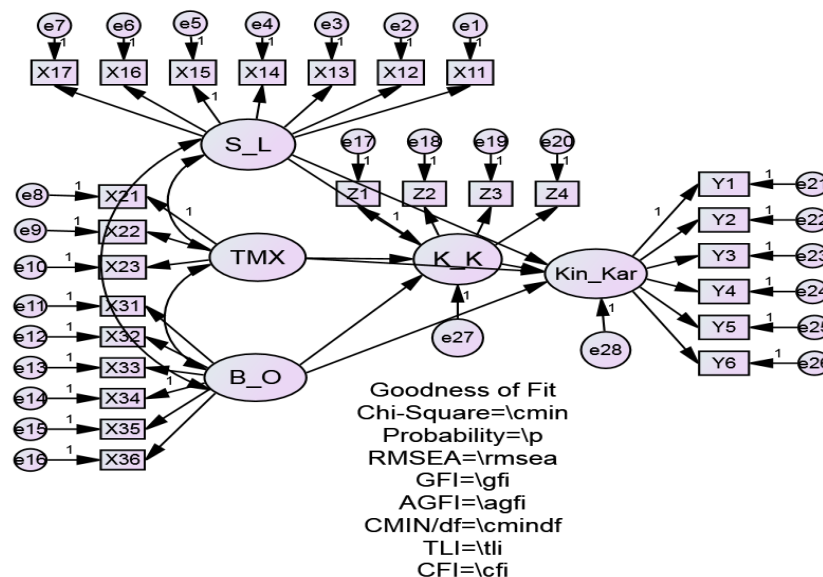


Figure 1. Conceptual Framework

**Hypothesis**

Based on the formulation of the problem and literature review/theoretical basis as described previously, the following hypothesis can be formulated:

- H1: Servant Leadership has a significant effect on Employee Job Satisfaction at PT Technicron.
- H2: Servant Leadership has a significant effect on Employee Performance at PT Technicron.
- H3: Team Member Exchange (TMX) has a significant effect on Employee Job Satisfaction at PT Technicron.
- H4: Team Member Exchange (TMX) has a significant effect on PT Technicron Employee Performance.

- H5: Organizational Culture has a significant influence on Employee Job Satisfaction at PT Technicron.
- H6: Organizational Culture has a significant influence on Employee Performance at PT Technicron.
- H7: Job Satisfaction has a significant effect on Employee Performance at PT Technicron.

**III. RESEARCH METHODS**

**Types of research**

Research is a process of scientific investigation of a problem that is carried out systematically based on reliable, objective data that aims to find answers or solutions to one or more problems being researched (Husda et al., 2023).



This type of research is quantitative with the survey method chosen as the primary data source. The survey method focuses on collecting data from respondents who have certain information so that researchers can solve problems. The population of

this study is 102 employees of PT Techmicron. This study uses a sampling technique in the form of saturated sampling, namely all employees at PT Techmicron with a total of 102 respondents

**Table 3** Definition Operational

Variables	Definition	Indicator	Measurement
<i>Servant Leadership</i> (X <sub>1</sub> )	servant leadership as a method wantsto serve more first, then aimto lead, focus on developing followers, and not emphasize the glorification of the leader.	1. Emotional healing (X <sub>1.1</sub> ) 2. Empowerment (X <sub>1.2</sub> ) 3. Helping subordinates grow and succeed (X <sub>1.3</sub> ) 4. Prioritize subordinates (X <sub>1.4</sub> ), 5. Creating value for the community (X <sub>1.5</sub> ) 6. Have conceptual skills (X <sub>1.6</sub> ) 7. Behave ethically (X <sub>1.7</sub> )	<i>Likert</i>
<i>Team Member Exchange</i> (X <sub>2</sub> )	as Spirit values self by working together and altruism between fellow in a teamwork.	1. <i>Meeting</i> (X <sub>2.1</sub> ) 2. <i>Exchange</i> (X <sub>2.2</sub> ) 3. <i>Cohesion</i> (Compactness) (X <sub>2.3</sub> )	<i>Likert</i>
<i>Culture Organization</i> (X <sub>3</sub> )	It is a tool or system that contains values that must be agreed upon by its members and these members are required to carry them out.	1. Innovative in calculating risks (X <sub>3.1</sub> ) 2. Pay attention to the problem (X <sub>3.2</sub> ) 3. Results-oriented (X <sub>3.3</sub> ) 4. Oriented towards employee interests (X <sub>3.4</sub> ) 5. Aggressive at work (X <sub>3.5</sub> ) 6. Maintain and safeguard work stability (X <sub>3.6</sub> )	<i>Likert</i>
<i>Satisfaction Work</i> (Z)	Feeling workers or employees related to their work, namely feel like or Not happy, as results evaluation the individual concerned to his job.	1. Attitude towards work (Z.1) 2. Opportunity to advance (Z.2) 3. Perception of the existence of supervision (Z.3) 4. Perception to colleague work (Z.4)	<i>Likert</i>
<i>Employee Performance</i> (Y)	The results of work achieved by someone in carrying out the task given to him by the established criteria.	1. Achievement (Y.1) 2. Discipline (Y.2) 3. Creativity (Y.3) 4. Cooperation (Y.4) 5. Skills (Y.5) 6. Responsibility (Y.6)	<i>Likert</i>

Source: Research 2024

**Research Object Profile**

The author obtained this test data by distributing questionnaires to 102 respondents. The determination of respondents was obtained from the saturated sampling technique where the entire

population was used as a sample in the study(Hardani et al., 2020). The printed questionnaires were distributed to all employees of PT Techmicron. For grouping respondents are divided based on age, gender, education level, income, duties, and length of service.

**Table 4.** Demographics of Respondents

Item	Freq	(%)
Gender		
Male	75	85.0
Female	27	15.0
Total	102	100
Age		
21 - 31 Years	56	54.9
32 - 41 Years	23	22.55
42 - 51 Years	17	16.67
>51 Years	6	5.89



Total	102	100
Qualification		
Junior High School/Senior High School	88	86.27
D1-D3	6	5.89
S1/D4	8	7.84
S2/S3	0	0
Total	102	100
Length of Word		
< 4 years	52	50.99
4 – 9 years	21	20.58
10 – 14 years	19	18.63
>15 Years	10	9.8
Total	102	100
Income/moon		
< IDR 5 million	51	50
IDR 5-10 million	18	17.65
IDR 10-15 million	21	20.58
IDR 15-20 million	8	7.84
> IDR 20 million	4	3.93
Total	102	100
On Duty		
Contract	84	82.35
Permanent	18	17.65
Total	102	100

Source: Data Processing (Questionnaire), 2024

### Analysis and Research Results

The results of the Validity and Reliability Test between variables are shown in Figure 2.

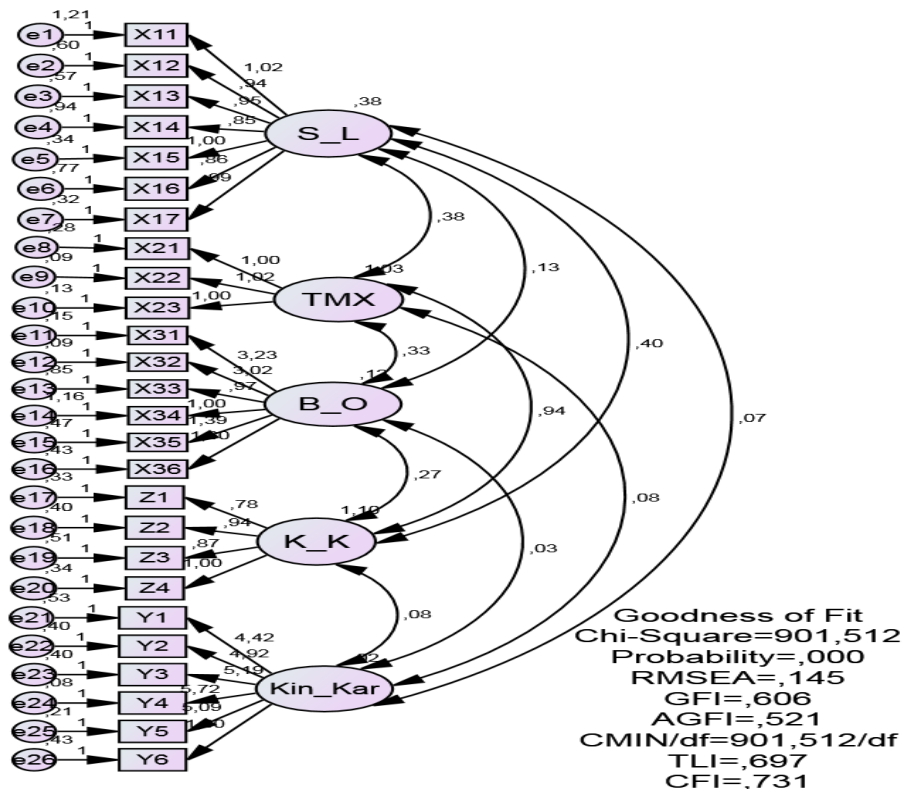


Figure 2. Confirmatory Between Variables



Hypothesis Testing

The Thinking Framework Test

The conceptual framework of this research is based on theoretical studies and empirical studies

as shown in Figure 1 above, producing the output in Figure 3 and the results in Table 5, as well as the regression results in Table 6.

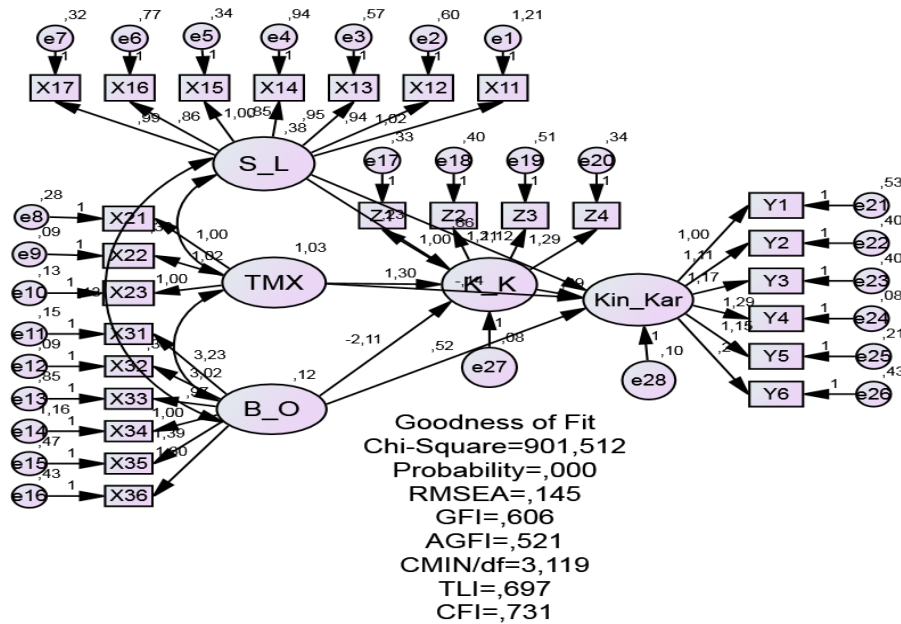


Figure 3. Structural Equation Model Initial Research

Table 5. Recapitulation of the Goodness of Fit Index Test Results for Initial Research Structural Equation Model

Goodness of Fit Index	Cut off Value	Research result	Evaluation Results
$\chi^2$ Chi-Square	Small	901,512	Big
Probability	> 0.05	0,000	Not Fit Yet
RMSEA	< 0.08	0.145	0.145
GFI	> 0.90	0.606	Not Fit Yet
AGFI	> 0.90	0.521	Not Fit Yet
CMIN/df	< 2.00	3,119	Not Fit Yet
TLI	> 0.95	0.697	Not Fit Yet
CFI	> 0.95	0.731	Not Fit Yet

Table 6. Initial Research Model Regression Weights

		Estimate	SE	CR	P	Label
K_K	<--- S_L	,229	,127	1,799	,072	par_12
K_K	<--- B_O	-2,106	,962	-2,190	,029	par_21
K_K	<--- TMX	1,304	,261	4,994	***	par_25
Kin_Kar	<--- K_K	,086	,252	,339	,735	par_13
Kin_Kar	<--- S_L	,664	,165	4,016	***	par_16
Kin_Kar	<--- B_O	,524	,882	,594	,552	par_22
Kin_Kar	<--- TMX	-,140	,428	-,327	,743	par_24

Based on Figure 3 and Table 6 of the goodness of fit criteria, starting from TLI, CFI, Chi-Square, Probability, RMSEA, GFI, AGFI, CMIN/df,

still do not meet the fit criteria, with their values approaching the desired range, but based on the evaluation of the regression weight, all variables



have a critical ratio (CR) value that is not equal to zero, which means they have a causal relationship, which indicates that this research model is acceptable, but has not yet entered the specified criteria/standards. Therefore, in this study, the researcher did not modify the model, but what was done was simply to modify the index.

Because the results of the analysis of the output of the Structural Equation Model of the Research (Table 5) are still not fit, the researcher performs trimming very carefully. So that it forms Model 1 as in Figure 4 below.

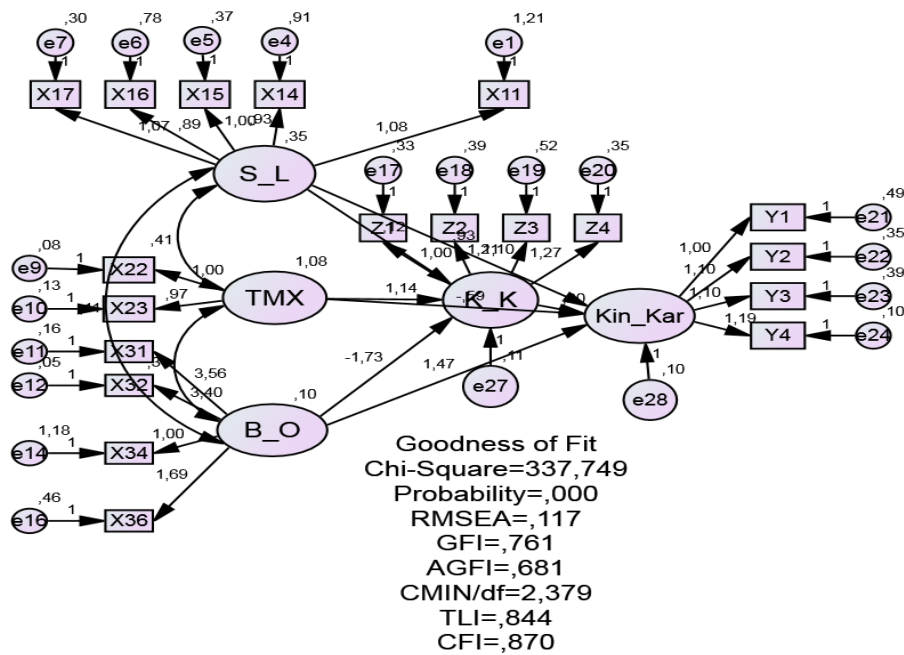


Figure 4. Structural Equation Model 1 Results After Trimming

Table 7. Regression Weights Model 1 Research

			Estimate	SE	CR	P	Label
K_K	<---	S_L	,120	,154	,780	,435	par_8
K_K	<---	B_O	-1,727	,915	-1,889	,059	par_15
K_K	<---	TMX	1,138	,248	4,594	***	par_19
Kin_Kar	<---	K_K	,196	,263	,744	,457	par_9
Kin_Kar	<---	S_L	,927	,251	3,686	***	par_11
Kin_Kar	<---	B_O	1,467	1,051	1,395	,163	par_16
Kin_Kar	<---	TMX	-,586	,444	-1,318	,188	par_18

From the results of the goodness of fit test of the Structural Equation Model 1 Index, as shown in Table 8 below.

Table 8. The goodness of fit Index Structural Equation Model Test Results 1

Goodness of Fit Index	Cut off Value	Research result	Evaluation Results
$\chi^2$ Chi-Square	Small	337,749	Small
Probability	> 0.05	0,000	Not Fit Yet
RMSEA	< 0.08	0.117	Not Fit Yet
GFI	> 0.90	0.761	Not Fit Yet
AGFI	> 0.90	0.681	Not Fit Yet
CMIN/ df	< 2.00	2,379	Not Fit Yet
TLI	> 0.95	0.844	Not Fit Yet
CFI	> 0.95	0.870	Not Fit Yet

Based on Figure 3 and Table 8 of criteria goodness of fit, can also be seen still Not yet fit and



AGFI, Chi-Square, RMSEA, GFI, CMIN/df, TLI and CFI have not been own marked as desired, evaluation to regression weight all variable have mark critical ratio (CR) no equal to zero which

means own connection causality, at this stage the researcher modify in accordance output modification indices, as seen in Figure 5 and Table 9, the output results of the goodness of fit criteria.

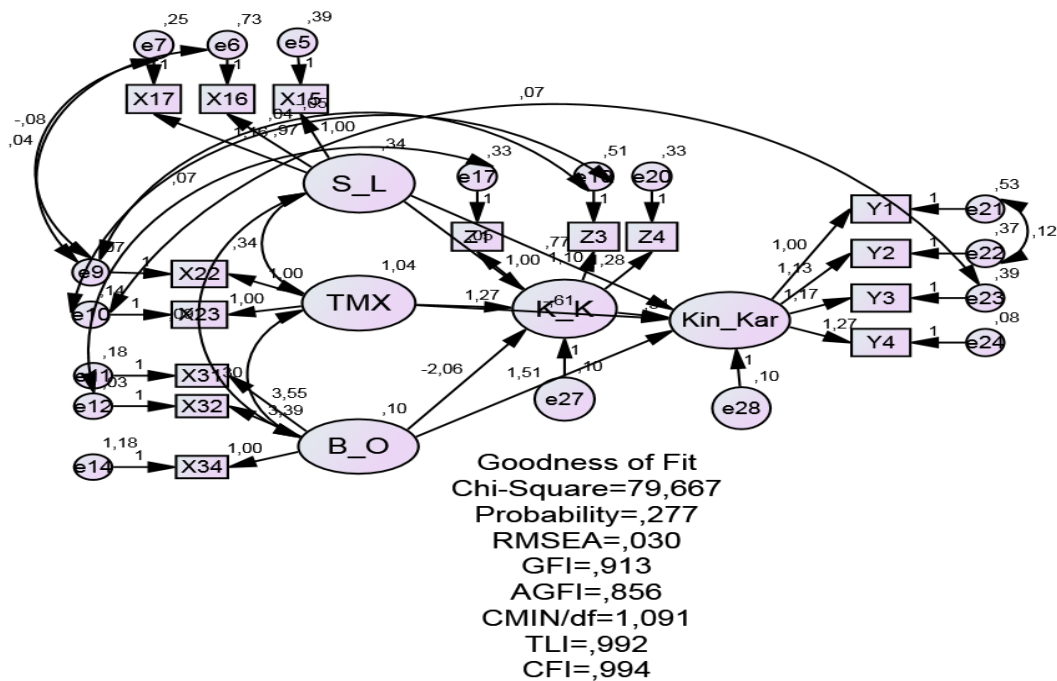


Figure 5. Final Structural Equation Model After Modification Suggestions

Table 9.

The goodness of fit Index Structural Equation Model Test Results1

Goodness of Fit Index	Cut off Value	Research result	Evaluation Results
$\chi^2$ Chi-Square	Small	79,667	Small
Probability	> 0.05	0.277	Fit
RMSEA	< 0.08	0.030	Fit
GFI	> 0.90	0.913	Fit
AGFI	> 0.90	0.856	Moderate
CMIN/ df	< 2.00	1,091	Fit
TLI	> 0.95	0.992	Fit
CFI	> 0.95	0.994	Fit

Source: Researcher's Processed Results, 2024

Based on Figure 5 and Table 9 of criteria goodness of fit, can be seen only AGFI approaches fit (moderate), moderate Chi-Square, Probability, RMSEA, GFI, CMIN/df, TLI and CFI have marked as desired, evaluation to regression weight all variable have mark critical ratio (CR) no equal to zero which means own connection causality, which indicates that this research model is acceptable, it is specified criteria/standards.

Evaluation Normality and Outlier Evaluation

Testing normality is done to know whether data distribution meets assumption normality. If the data is stated to be normal, then the data can be processed further with SEM. Data normality can be seen from text output in the assessment of normality, whether no. Normality data distribution is evaluated using skewness and kurtosis, the variables that are owned coefficient skewness or kurtosis with critical ratio (cr) more from +/- 2.58 shows distribution not normal, and vice versa means



normal (Sanusi, 2017), has a critical ratio (cr) below +/- 2.58, so that declared normal.

**Table 10.**  
*Skewness & Kurtosis Results from Assessment of Normality – Normal*  
**Assessment of normality (Group number 1)**

Variable	min	max	Skew	cr	kurtosis	cr
X17	1,000	5,000	1,148	4,733	1,668	3,439
X16	1,000	5,000	,764	3,151	-,123	-,254
Z4	2,000	6,000	,395	1,627	-,593	-1,223
X31	2,000	6,000	,699	2,882	-,626	-1,291
X32	2,000	6,000	,717	2,954	-,145	-,298
X34	1,000	6,000	1,098	4,527	1,139	2,349
Y4	1,000	4,000	1,043	4,300	1,087	2,241
Y3	1,000	4,000	,920	3,795	,134	,275
Y2	1,000	4,000	,901	3,715	,223	,459
Y1	1,000	4,000	,814	3,358	-,087	-,180
Z3	2,000	6,000	,275	1,135	-,589	-1,214
Z1	2,000	6,000	,529	2,183	-,471	-,970
X22	2,000	6,000	,394	1,625	-,457	-,942
X23	2,000	6,000	,455	1,875	-,357	-,736
X15	1,000	5,000	1,125	4,639	1,497	3,086
Multivariate					38,923	1,884

**Evaluation Multicollinearity**

Test results to obtain mark determinant of the sample covariance matrix are as follows: determinant value of the sample covariance matrix is Complete details can be seen in the attachment which is part No separately in this study.

Hypothesis testing to analyze the Critical Ratio (CR) value and P value from the processed data results compared to the required statistical

limits, namely Critical Ratio (CR) > 1.96 and for p-value < 0.05, if the processed data results show a value that meets the requirements, then the proposed assessment hypothesis is accepted, and if the Critical Ratio (CR) < 1.96 and for p-value > 0.05 then the proposed hypothesis is rejected. In this study, 7 hypotheses were proposed, and the test results for each hypothesis are as in Table 11.

**Table 11** Regression Weights  
**Regression Weights: (Group number 1 - Default model)**

			Estimate	SE	CR	P	Label
K_K	<---	S_L	,027	,160	,169	,866	par_6
K_K	<---	B_O	-1,989	1,017	-1,956	,050	par_13
K_K	<---	TMX	1,211	,252	4,798	***	par_17
Kin_Kar	<---	K_K	,313	,256	1,226	,220	par_7
Kin_Kar	<---	S_L	,882	,214	4,114	***	par_9
Kin_Kar	<---	B_O	1,556	1,098	1,417	,156	par_14
Kin_Kar	<---	TMX	-,606	,436	-1,391	,164	par_16

Source: Processed Data, 2024

Based on Table 11, it can be described and explained as follows:

H1: Servant Leadership (HCM) Has a significant impact on employee job satisfaction at PT Technicon, Batam City.

The significant value of the Servant Leadership variable affects Job Satisfaction of 0.766 > 0.05 and the Critical Ratio (CR) is 0.297 < 1.96, meaning that Servant Leadership has a positive and insignificant effect on Job Satisfaction, thus Hypothesis 1 (H1): Servant



Leadership Has a Significant Effect on Job Satisfaction of PT Techmicron Kota Batam employees, is rejected.

H2: Servant Leadership Has a Significant Influence on the Performance of PT Techmicron Batam City Employees.

Significant value of Servant Leadership variable on employee performance  $0.000 < 0.05$  and Critical Ratio (CR)  $3.694 > 1.96$ , meaning that Servant Leadership has a positive and significant effect on employee performance, thus Hypothesis 2 (H2): Servant Leadership has a significant effect on employee performance at PT Techmicron Kota Batam, is accepted.

H3: Team Member Exchange (TMX) Has a significant impact on employee job satisfaction at PT Techmicron, Batam City.

The significant value of the Team Member Exchange (TMX) variable on Job Satisfaction is  $0.000 < 0.05$  and the Critical Ratio (CR)  $5.188 > 1.96$ , which means that Team Member Exchange (TMX) has a positive and significant effect on Job Satisfaction, thus Hypothesis 3 (H3: Team Member Exchange (TMX) Has a significant influence on employee job satisfaction at PT Techmicron Kota Batam, accepted.

H4: Team Member Exchange Has a Significant Influence on the Performance of PT Techmicron Batam City Employees.

Value of Team Member Exchange variable on Employee Performance  $0.251 < 0.05$  and Critical Ratio (CR)  $-1.148 > 1.96$ , meaning that Team Member Exchange has a negative and insignificant effect on employee performance, thus Hypothesis 4 (H4): Team Member Exchange has a significant effect on employee performance at PT Techmicron Kota Batam, is rejected.

H5: Organizational Culture Has a Significant Influence on Employee Job Satisfaction at PT Techmicron Kota Batam.

Significant value of Organizational Culture variable on Job Satisfaction  $0.037 < 0.05$  and Critical Ratio (CR)  $-2.090 > 1.96$ , meaning that Organizational Culture has a negative and

significant effect on Job Satisfaction, thus Hypothesis 5 (H5): Organizational Culture Has a significant impact on employee job satisfaction at PT Techmicron Kota Batam, accepted, but the impact is negative.

H6: Organizational Culture Has a Significant Influence on the Performance of PT Techmicron Batam City Employees.

The significant value of the Organizational Culture variable on Employee Performance is  $0.199 > 0.05$  and the Critical Ratio (CR) is  $1.284 < 1.96$ , meaning that Organizational Culture has a positive and insignificant effect on Employee Performance. Thus, Hypothesis 6 (H6): Organizational Culture has a significant effect on Employee Performance of PT Techmicron Kota Batam, is rejected. This means that Organizational Culture has no significant effect on Employee Performance of PT Techmicron Kota Batam. Organizational Culture on Employee Performance of PT Techmicron Kota Batam is not significant.

H7: Job Satisfaction Has a Significant Influence on the Performance of PT Techmicron Batam City Employees.

The significant value of the Job Satisfaction variable on Employee Performance is  $0.286 > 0.05$  and the Critical Ratio (CR) is  $1.067 < 1.96$ , meaning that Job Satisfaction has a positive and insignificant effect on Employee Performance. Thus, Hypothesis 7 (H7): Job Satisfaction has a significant effect on Employee Performance at PT Techmicron Kota Batam, is: Rejected. This means that Job Satisfaction has no significant effect on Employee Performance at PT Techmicron Kota Batam. Job Satisfaction on Employee Performance at PT Techmicron Kota Batam is not significant.

Based on the results of the hypothesis analysis explained above, the detailed results of the hypothesis test for this study can be summarized as in Table 12 below.

Table 12 Recapitulation of Research Hypothesis Test Results

	Hypothesis	Accepted / Rejected
H <sub>1</sub>	<i>Servant Leadership</i> Influential Significant to Satisfaction Work PT Techmicron employees Batam City	Rejected
H <sub>2</sub>	<i>Servant Leadership</i> Influential Significance on the Performance of PT Techmicron Batam City Employees	Accepted



H <sub>3</sub>	Team Member Exchange (TMX) Influential Significant To Satisfaction Work employees of PT Techmicron Batam City.	Accepted
H <sub>4</sub>	Team Member Exchange (TMX) Influential Significant On Employee Performance of PT Techmicron Batam City.	Rejected
H <sub>5</sub>	Organizational Culture Has a Significant Influence on Employee Job Satisfaction at PT Techmicron Kota Batam.	Accepted
H <sub>6</sub>	Organizational Culture Has a Significant Influence on Employee Performance at PT Techmicron Kota Batam.	Rejected
H <sub>7</sub>	Job Satisfaction Has a Significant Influence on Employee Performance at PT Techmicron Kota Batam .	Rejected

Source: Researcher's Processed Results, 2024

## Discussion

Based on the formulation of the problem and the hypothesis that is the focus of this research. The influence of the relationship between variables in this research refers to the final model in Figure 5 above, the influence between the variables can be explained as follows:

### 1. The Influence of Servant Leadership on Employee Job Satisfaction at PT Techmicron Kota Batam

The magnitude of the probability value of the Servant Leadership variable influencing Job Satisfaction is  $0.766 > 0.05$  and the Critical Ratio (CR) is  $0.297 < 1.96$ , meaning that Servant Leadership has a positive and insignificant influence on Job Satisfaction, thus Hypothesis 1 (H1): Servant Leadership Has a Significant Influence on Job Satisfaction of PT Techmicron Kota Batam employees, is rejected.

Positive values explain that the influence is unidirectional, meaning that if the company PT Techmicron Kota Batam has good (high) Servant Leadership, then employee Job Satisfaction will be good (high) too. Conversely, if the company PT Techmicron Kota Batam has bad (low) Servant Leadership, then employee Job Satisfaction will be bad (low) too. However, at PT Techmicron Kota Batam the influence is not significant or not meaningful, with or without servant leadership, employees are still satisfied with their work.

Based on previous research, the results of this study do not confirm the research conducted by (Gandolfi & Stone, 2018), whose research results showed that Servant Leadership will influence Job Satisfaction.

### 2. The Influence of Servant Leadership on the Performance of PT Techmicron Batam City Employees.

The magnitude of the probability value of the Servant Leadership variable on employee performance is  $0.000 < 0.05$  and Critical Ratio (CR)  $3.694 > 1.96$ , meaning that Servant

Leadership has a positive and significant effect on employee performance, thus Hypothesis 2 (H2): Servant Leadership has a significant effect on employee performance at PT Techmicron Kota Batam, is accepted.

Positive values explain that the influence is unidirectional, meaning that if PT Techmicron Kota Batam has good (high) Servant Leadership, then Employee Performance will be good (high). Conversely, if PT Techmicron Kota Batam has bad (low) Servant Leadership, then Employee Performance will be bad or low.

Based on previous research, the results of this study do not confirm the research conducted by (Rahayani, 2016) whose research results showed that Servant Leadership influences performance.

### 3. Influence of Team Member Exchange (TMX) Regarding Employee Job Satisfaction at PT Techmicron Kota Batam

The magnitude of the probability value of the Team Member Exchange (TMX) variable on Job Satisfaction is  $0.000 < 0.05$  and the Critical Ratio (CR)  $5.188 > 1.96$ , which means that Team Member Exchange (TMX) has a positive and significant effect on Job Satisfaction, thus Hypothesis 3 (H3): Team Member Exchange (TMX) Has a significant influence on employee job satisfaction at PT Techmicron Kota Batam, accepted.

Positive value explains that the influence is unidirectional, meaning that if PT Techmicron Kota Batam has a good (high) Team Member Exchange (TMX), then Employee Job Satisfaction will be high. Conversely, if PT Techmicron Kota Batam has a bad (low) Team Member Exchange (TMX), then Employee Job Satisfaction will be bad (low).

Based on previous research, the results of this study confirm the research conducted by (Farh et al., 2017), the results of which showed that Team Member Exchange influences job satisfaction.



4. The Influence of Team Member Exchange (TMX) on the Performance of PT Techmicron Batam City Employees

The magnitude of the probability value of the Team Member Exchange variable on Employee Performance is  $0.251 < 0.05$  and Critical Ratio (CR)  $-1.148 > 1.96$ , meaning that Team Member Exchange has a negative and insignificant effect on employee performance, thus Hypothesis 4 (H4) : Team Member Exchange has a significant effect on employee performance at PT Techmicron Kota Batam, is rejected.

Negative values explain that the influence is in the opposite direction, meaning that if the company PT Techmicron Kota Batam has a good (high) Team Member Exchange, then Employee Performance will be bad (low) too. Conversely, if the company PT Techmicron Kota Batam has a bad (low) Team Member Exchange, then Employee Performance will be good (high) too.

Based on previous research, the results of this study do not confirm the research conducted by (Liu et al., 2011), (Farh et al., 2017), whose research results showed that Team Member Exchange (TMX) influences employee performance.

5. The Influence of Organizational Culture on Employee Job Satisfaction at PT Techmicron Kota Batam.

The magnitude of the probability value of the Organizational Culture variable on Job Satisfaction is  $0.037 < 0.05$  and Critical Ratio (CR)  $-2.090 > 1.96$ , meaning that Organizational Culture has a negative and significant effect on Job Satisfaction, thus Hypothesis 5 (H5): Organizational Culture Has a significant impact on employee job satisfaction at PT Techmicron Kota Batam, accepted, but the impact is negative.

Negative values explain that the influence is in the opposite direction, meaning that if the company PT Techmicron Kota Batam has a good (high) Organizational Culture, then employee Job Satisfaction will be low (bad) too. Conversely, if the company PT Techmicron Kota Batam has a bad (low) Organizational Culture, then employee Job Satisfaction will be good (high) too.

Based on previous research, the results of this study confirm the research conducted by (Rosita, 2019), the results of which showed that Organizational Culture influences Job Satisfaction.

6. The Influence of Organizational Culture on Employee Performance at PT Techmicron Kota Batam

The magnitude of the probability value of the Organizational Culture variable on Employee Performance is  $0.199 > 0.05$  and the Critical Ratio (CR) is  $1.284 < 1.96$ , meaning that Organizational Culture has a positive and insignificant effect on Employee Performance. Thus, Hypothesis 6 (H6) : Organizational Culture has a significant effect on Employee Performance of PT Techmicron Kota Batam, is rejected. This means that Organizational Culture has no significant effect on Employee Performance of PT Techmicron Kota Batam. Organizational Culture on Employee Performance of PT Techmicron Kota Batam is not significant.

Based on previous research, the results of this study do not confirm the research conducted by (Maharani & Suhardi, 2020), whose research results showed that Organizational Culture will be able to improve employee performance.

7. The Influence of Job Satisfaction Has a Significant Influence on the Performance of PT Techmicron Batam City Employees

The magnitude of the probability value of the Job Satisfaction variable on Employee Performance is  $0.286 > 0.05$  and the Critical Ratio (CR) is  $1.067 < 1.96$ , meaning that Job Satisfaction has a positive and insignificant effect on Employee Performance. Thus, Hypothesis 7 (H7): Job Satisfaction has a significant effect on Employee Performance at PT Techmicron Kota Batam, is: Rejected. This means that Job Satisfaction has no significant effect on Employee Performance at PT Techmicron Kota Batam. Job Satisfaction on Employee Performance at PT Techmicron Kota Batam is not significant

Based on previous research, the results of this study confirm the research conducted by (Padila et al., 2021), the results of which showed that Job Satisfaction will be able to improve employee performance.

The findings in this study have theoretical implications for the development of concepts and models that are a novelty in the development of human resource theory, especially Servant Leadership, Organizational Culture, Team Member Exchange and job satisfaction, as well as employee performance. The models formed are as follows.

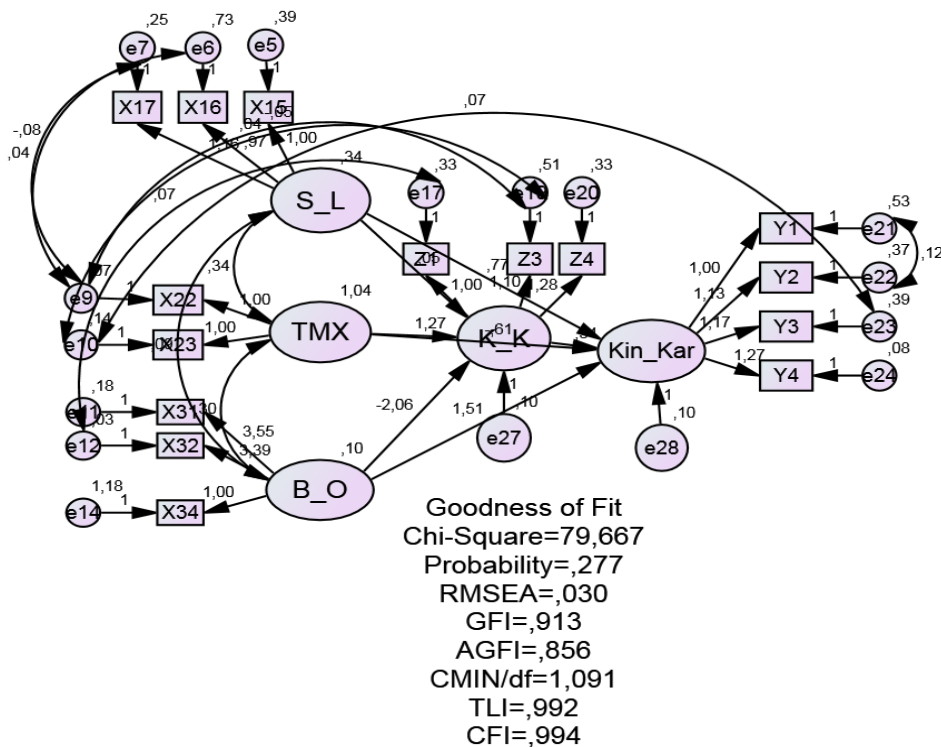


Figure 6 Relationship Between Variables

#### IV. CONCLUSION

The conclusions of this study are as follows:

1. Servant Leadership has a positive and insignificant effect on Employee Job Satisfaction at PT Technicron.
2. Servant Leadership has a positive and significant effect on Employee Performance at PT Technicron.
3. Team Member Exchange (TMX) has a positive and significant effect on Employee Job Satisfaction at PT Technicron.
4. Team Member Exchange (TMX) has a negative and insignificant effect on PT Technicron Employee Performance.
5. Organizational Culture has a negative and significant effect on Employee Job Satisfaction at PT Technicron.
6. Organizational Culture has a positive and insignificant effect on Employee Performance at PT Technicron.
7. Job Satisfaction has a positive and insignificant effect on Employee Performance at PT Technicron.

The suggestions that can be given in this study, the researcher looked at the answers of respondents who received the lowest response, namely.

1. Leaders always offer timely support to their subordinates (X<sub>1.6.2</sub>). Leaders should be able to set an example for their subordinates to always provide timely support so that their subordinates can follow in their footsteps.
2. I always participate in team meetings to share information (X<sub>2.11</sub>). PT Technicron is considered still low in involving employees in team meetings to share information.
3. I always eat nutritious food (X<sub>3.6.2</sub>), it is considered that employees still do not eat nutritious food often, and the compensation given is still for basic needs.
4. In the workplace, CCTV is always provided to monitor employee activities. (Z<sub>3.2</sub>), there is still no adequate CCTV available to monitor employee activities.
5. The results of my work are also assessed by the company in terms of quality (Y<sub>1.2</sub>), the company still assesses work results only by quantity.

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